MAY 2020

IACP
International Association of Chiefs of Police

POLICE CHIEF

Mental Wellness & Resiliency

INSIDE

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Cover images *Police officer photo by Justin Setterfield/Getty Images; Coronavirus background by BlackJack3D/Getty Images.*

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32

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Superintendent Hadas Sharvit-Benbaji, MSW, heads the mental health team in the Israel Police Training Department. She is a qualified psychotherapist and social worker with 30 years of experience as a mental health officer in the Israel Defense Forces and the Israel Police.

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Major General Avshalom Peled

Major General Avshalom Peled heads the Israel Police Training Department and holds overall responsibility for the training, preparedness, and professionalism of more than 32,000 officers. Among his many command positions, he was deputy commander of the Jerusalem District where he was in charge of training 4,500 officers to deal with traumatic events.

40

Officer Steven A. Smith Jr.

Steven A. Smith Jr. began his law enforcement career in 2004 and joined the City of Albany, New York, Police Department in 2008. He is currently the agency's public information officer, as well as the liaison between the department and the Albany Police and Fire Foundation. He is a member of the IACP PIO Section.

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Sergeant Colleen Mooney is in her 17th year with the Edmonton Police Service (Alberta). Being a former biathlete made her a strong asset as a full-time firearms instructor. In 2015, she was sent to Ukraine for an international policing deployment, and she is currently working in the EPS Resiliency and Reintegration Unit.

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Sergeant Glen Klose is in his 20th year with the Edmonton Police Service (Alberta), where he is currently in charge of the EPS Resiliency and Reintegration Unit, an innovative return-to-work program that blends peer support with confidence-building exposure training after a critical incident or an injury.

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Sergeant Ray Savage

Sergeant Ray Savage is an 18-year member of the Royal Canadian Mounted Police. He is currently posted in K Division's Training Section as the Operational Skills Maintenance Manager and is a founding member of the RCMP's Reintegration Program.

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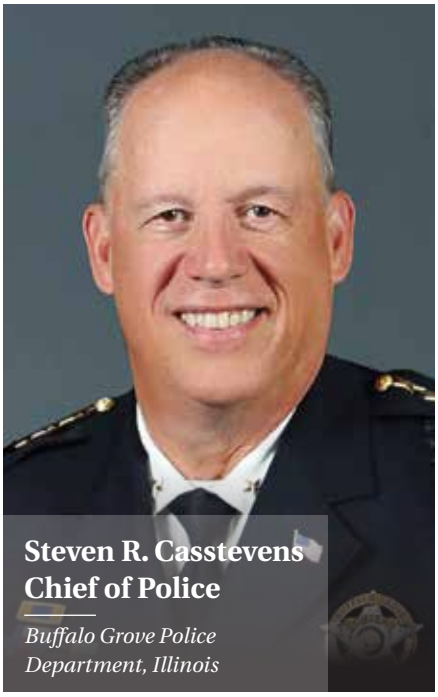
A Comprehensive Approach to Health and Well-Being



Steven R. Casstevens
Chief of Police
Buffalo Grove Police Department, Illinois

IN 2019, THE FIRST OUTBREAK OF COVID-19 OCCURRED, AND IN A MATTER OF MONTHS, THE VIRUS HAS SPREAD AROUND THE GLOBE, INFECTING HUNDREDS OF THOUSANDS AND TAKING THOUSANDS OF LIVES. WITH MANY REGIONS OF THE WORLD ENFORCING SHELTER-IN-PLACE MANDATES FOR THEIR COMMUNITIES TO SLOW THE SPREAD OF COVID-19, LAW ENFORCEMENT PERSONNEL REPRESENT ONE OF THE FEW PROFESSIONS WHO CANNOT STAY HOME; INSTEAD, THEY ARE ON THE FRONT LINES AND HAVE TO ENFORCE THE RULE OF LAW IN THESE UNCERTAIN TIMES.

In times like these, the safety and wellness of law enforcement should be a top priority. Enclosed with this issue of *Police Chief* is a collection of resources to assist law enforcement leaders and professionals throughout the world with considerations and recommendations for addressing COVID-19 in their communities and among their own men and women.

As law enforcement leaders, we have a responsibility to prioritize the safety and wellness of our officers from the moment they enter the academy through their retirement and beyond. On a daily basis, officers sacrifice their safety, time with their loved ones, and normal life schedules. This can affect officers' mental wellness. In return, we must support the health and well-being of law enforcement personnel throughout their careers.

> "As law enforcement leaders, we have a responsibility to prioritize the safety and wellness of our officers from the moment they enter the academy through their retirement and beyond."

We know that this profession is one of the most rewarding, yet challenging, careers that an individual can have. For 127 years, the IACP has led the way in developing field-driven solutions for the most pressing public safety issues facing law enforcement. Those issues have evolved with new crime trends and rapidly changing technologies. Law enforcement wellness has evolved right alongside these issues, including topics such as officer mental health and suicide prevention, two of the most difficult challenges for our profession.

One of my presidential initiatives focuses on law enforcement suicide prevention. Over the last three years, the reported rate of law enforcement suicide in the United States has continued to increase and outnumber line-of-duty deaths. We must encourage officers to seek help when help is needed and remind them that services in the form of professional counseling, peer support, chaplains, and more are readily available. As law enforcement leaders, we can prioritize our officers' health by speaking openly about the stressors we face on a regular basis. Having open conversations around mental health helps to normalize accessing help and services when needed. We have lost too many of our own to suicide and must continue to expand our definition of officer safety to place equal emphasis on mental wellness.

At the 2020 IACP Officer Safety and Wellness Symposium, the IACP released *Preventing Suicide Among Law Enforcement Officers: An Issue Brief*, a product of the National Consortium on Preventing Law Enforcement Suicide (the Consortium). The issue brief outlines the current state of knowledge about suicide in law enforcement. It also describes risk and protective factors, challenges to suicide prevention, strategies and best practices, and existing knowledge gaps. Along with the issue brief, the Consortium will produce a variety of resources throughout 2020, including a comprehensive report that outlines recommendations and considerations for the law enforcement profession to advance the field's suicide prevention efforts.

This year, the Officer Safety and Wellness Symposium more than doubled in attendance from 2019, and the event included more than 40 workshops on a variety of officer safety and wellness topics. Eleven countries had representatives in attendance, and the President's Commission on Law Enforcement and the Administration of Justice's Health and Wellness working group convened

during the symposium. The success of the event further demonstrated the importance of officer health and well-being across the profession and throughout the world.

With each phase of IACP's officer safety and wellness efforts, the IACP has advanced endeavors in the field to address the wellness needs of law enforcement using emerging and data-driven strategies. These efforts include developing and implementing an evidence-based Law Enforcement Resilience Training Program. Developed and delivered in partnership with the University of Pennsylvania's Positive Psychology Center, this training helps officers cope with the unique stressors they face on a daily basis and thrive, both on duty and off duty. In addition, through the Bureau of Justice Assistance–funded National Officer Safety Initiative's Innovative Approaches to Officer Safety and Wellness Training and Technical Assistance project, IACP will soon release a wide array of online and printed resources to support the needs of officers of all ranks, assignments, and agency types.

Through each of these efforts, the IACP takes a broad, whole-officer approach that involves physical, mental, and organizational strategies to best meet the needs of the field. As the president of IACP, I will continue to carry the banner to support the health and well-being of law enforcement throughout the world and move the conversation around mental health and suicide prevention forward.

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BJA Addresses Officer Safety and Wellness

Michael Costigan
Acting Director

Bureau of Justice Assistance

AS THE ACTING DIRECTOR OF THE DEPARTMENT OF JUSTICE'S BUREAU OF JUSTICE ASSISTANCE (BJA), IT IS MY HONOR TO SUPPORT U.S. LAW ENFORCEMENT OFFICERS THROUGH A WIDE RANGE OF VITAL PROGRAMS, ESPECIALLY THOSE THAT SUPPORT OFFICER SAFETY AND WELLNESS.

> "The time is now for a conversation about how to do more and to raise awareness of law enforcement suicide across the United States."

The risks to the men and women who serve and protect have been on the rise in recent years. A cultural shift in attitudes, coupling higher expectations with open hostility, has left our law enforcement professionals at risk of physical and emotional harm. The U.S. attorney general and the president have thrown their complete support behind law enforcement and recognize that happy and healthy officers are essential to safe and healthy communities.

There are a few critical ways that we are addressing this challenge at BJA. To begin with, during this international pandemic and national crisis, we are funding $850 million in Coronavirus Emergency Supplemental Fund grants to U.S. states, localities, and tribes. Law enforcement can use this additional funding to meet the needs that keep themselves and their communities healthy during the COVID-19 pandemic. We have expedited our application processing and awards so that funds are available within one to two weeks.

Another important BJA program is the VALOR program. Through our VALOR initiative, we are developing initiatives that protect officers from harm, while working to ensure resiliency and survivability. VALOR is continuously evolving to address the various issues, concerns, and trends that law enforcement officers face and integrates the latest research and practices to address all aspects of officer safety, wellness, and performance.

The Bulletproof Vest Partnership and Officer Safety and Wellness initiatives seek to strengthen protections for law enforcement. BJA works in close collaboration with its national law enforcement stakeholders to design and offer resources that meet the real needs of law enforcement officers across the United States.

Through our National Officer Safety Initiatives (NOSI), BJA supports law enforcement safety in three key areas: law enforcement suicide prevention, innovative tactics and training, and a U.S.-wide public awareness and education campaign. BJA knows that officer safety encompasses many issues in addition to tactics; it also includes physical, emotional, and mental wellness factors. The time is now for a conversation about how to do more and to raise awareness of law enforcement suicide across the United States.

When tragedy does strike, BJA's Public Safety Officers' Benefits (PSOB) Program stands ready to assist and care for the families of fallen law enforcement officers and other first responders and to recognize the heroes who selflessly and courageously protect and serve their communities.

Providing nearly $2 billion in assistance to public safety families since 1976, PSOB has recently determined many claims for law enforcement officers and other responders whose deaths and disabilities are linked to exposure from their tireless rescue, recovery, and cleanup efforts on September 11, 2001, and the days that followed. PSOB regulations were published to establish significant efficiencies when reviewing death, disability, and education claims for the families

of fallen and catastrophically injured officers. While much has been accomplished with the PSOB Program, including a web-based portal to streamline the submission process, we constantly strive to implement a new standard of excellence in claims processing and support to law enforcement and first responder families. We are already looking at ways through PSOB to help officers who have contracted COVID-19 in the line of duty.

Officer safety and wellness is not just a priority at BJA. It is an Administration priority, and one that we will continue to emphasize and improve as new challenges arise. We cannot place a value on the important work that the men and women in law enforcement and members of IACP do every day, but we thank you for it and pledge our continued support to you and the IACP.

Visit the Bureau of Justice Assistance's website to learn more about their programs for officer safety and other important topics (bja.ojp.gov/programs).

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COVID-19 Response Discussion Group

The IACP has created an online community for IACP members to ask questions and share resources and information regarding COVID-19 (coronavirus) and its impact on law enforcement. This platform is for IACP members only and requires IACP login information to access.

Access the online community at engage.theIACP.org/home.

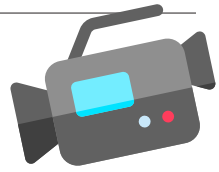
CRI-TAC Collaborative Reform Initiative
TECHNICAL ASSISTANCE CENTER
A Program of the COPS Office

CRI-TAC COVID-19 Library of Resources

Intended solely for reference purposes, the directory is a searchable library of agency policies, standard operating procedures, fact sheets, press releases, special orders, training documents, and other COVID-19-related materials. This tool allows law enforcement to share important guidance with one another on issues such as risk mitigation, communication, and officer safety.

Visit theIACP.org to access the library and other COVID-19 resources.

2019 ANNUAL REPORT VIDEO



Each year, the IACP produces an annual report that provides an overview of how the IACP helped those in the field connect, participate, learn, advocate, and succeed over the past year. For 2019, the information is presented in a video format, highlighting the work of IACP and its membership.

Visit theIACP.org/about-IACP to access the video and past annual reports.

IACP 2020

IACP 2020 Update

To Our Members:

The IACP Annual Conference and Exposition, October 17-20, 2020, in New Orleans, Louisiana, USA, is moving forward as planned. IACP is working hard behind the scenes to bring you the great education, exhibits, and networking you have come to expect from IACP conferences. The IACP 2020 education program is being finalized and will be announced in June 2020. We will continue to closely monitor the developments related to the spread of COVID-19, and you will be notified in the event of a change.

Stay safe and we look forward to seeing you in October.

Visit theIACPconference.org to book accommodations, view the schedule at a glance and justification kit, and register.

IACP/Target Police Officer of the Year

The International Association of Chiefs of Police (IACP) is partnering with Target to present the 2020 IACP/Target Police Officer of the Year Award. This prestigious award recognizes outstanding achievement in law enforcement and honors these heroes who work tirelessly every day to make communities around the world safer. At the IACP Annual Conference, four finalists are honored and one is announced as the overall IACP/Target Police Officer of the Year. Nominations close June 1, 2020.

Learn more or submit a nomination at theIACP.org/2020-IACPTarget-police-officer-of-the-year.

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Q: What are some ways to promote an agency-wide culture of health and wellness?

A: In 2010, the Indianapolis Metropolitan Police Department formally implemented the Office of Professional Development and Wellness (OPDW). Ten years later, wellness is an accepted part of the organizational culture. The philosophy on wellness has shifted from one of reactivity to proactivity. Wellness is entrenched in every aspect of an officer's career. OPDW introduces officers to mentors in the first week of the academy, facilitates relationships with culturally competent resources throughout officers' careers, and transitions them into a healthy retirement. Our greatest asset is the men and women that take the oath to serve—they deserve to be taken care of in return.

Valerie Cunningham
Deputy Chief
Indianapolis Metropolitan Police Department, Indiana

A: The Metro Nashville Police Department's Wellness Unit tackles topics such as suicide prevention, resiliency, peer support, and critical incident stress management with a "From Hire to Retire and Beyond" perspective. Law enforcement officers repeatedly train for situations that we hope they never have to find themselves facing. Yet, we know they will see things, smell things, and be exposed to things that no person should have to experience. If these job hazards are the "norm," then we should be training for it. Training is such a vital tool to break the stigma and change the culture from the beginning of officers' careers, including training them to accept help when it is needed and not just when it is recommended.

Michael Gooch
Sergeant
Metro Nashville Police Department, Tennessee

A: Health and wellness for police officers is a priority. There is a higher risk of chronic illnesses like heart disease and cancer among officers. Police also face challenges with psychological stress and mental illness, as evidenced by the rise in suicide by active and former officers in 2019.

It takes a holistic and compassionate approach by law enforcement to combat these health risks. Adequate medical and psychological resources should be readily available to all personnel. There should not be any stigma around acknowledging that one needs help of any kind. Agencies should urge and support officers to look out for one another, address signs of distress in fellow officers, and make self-care a priority.

Sonia Pruitt
Captain
Montgomery County Police Department, Maryland

A: The focus of leadership should be on their agency's overall health and wellness. If employees themselves are not well, then the agency itself is not well. Each agency, no matter its size, needs to have a wellness program or plan established. Leaders can promote health and wellness by not only being proactive in their support of an active wellness program, but also by "walking the walk," not just "talking the talk." This may require the leaders to be vulnerable with their life stories, providing examples of how they've struggled and how the wellness program (or certain wellness solutions) assisted them.

Nicholas Allen
Victim's Witness Coordinator
South Dakota Highway Patrol

WANT MORE?

See more responses from the field at ***Police Chief Online****.*

1Q3A

Experience is often said to be the best teacher. Each month, a question asked by a new chief of police or future law enforcement executive is answered by experienced leaders from our mentorship panel.

Q: *How can a new, incoming chief be a successful change agent?*

A1: *Chief Constable Neil Dubord:* I have heard this many times: *Two things police officers don't like, the way things are and change.* However, our officers embrace change every day with new babies, marriages, homes, and jobs. So it is not impossible for police officers to accept change—we are pretty good at it.

Recognize you have a window of opportunity to implement change. New chiefs have the benefit of the doubt when shaping a path forward. Here are two considerations for a change management plan:

1. Be hard on the process and easy on the people. What looks like a people problem is often a system or situation problem.
2. What can look like opposition is often a lack of understanding, resulting from unclear communication. When you are tired of communicating, it means you need to communicate some more.

Leverage your time as a new chief to learn, understand, collaborate, and transform. Your officers are counting on you to lead them into the future with certainty and confidence.

A2: *Chief Regina Lawson:* Becoming a new chief is a balancing act. A successful change agent transforms the department by involving and enlisting the support of all personnel. This is usually easier said than done because people, by nature, are slow to change and embrace new ideas.

In my experience, I have found success in a systematic approach to strategic planning—involving departmental representatives at all levels in the process on a regular, ongoing basis. The strategic planning team should actively solicit feedback from employees, community partners, and other stakeholders and use data to help drive decision-making. Each year, the plan should be reviewed, revised, and refocused on current and emerging needs. Likewise, it is also important to communicate and celebrate milestones and accomplishments throughout the year. Engaging members in the work and the success leads to greater ownership and a greater likelihood of implementing change.

A3: *Deputy Superintendent Wayne James:* A new chief coming into a new agency should do several things first—and these do not include changing things based on personal feelings or promoting buddies. New chiefs should align themselves with individuals who have varying perspectives and diverse skill sets that align with the organization. They need to involve the whole agency in their vision, mission, and values and work collaboratively with all units to create a strategic plan and roadmap on where they would like the agency to go and how they will accomplish that. Listen to your employees to get a pulse of the agency, understanding that while everyone will tell you different things, you may see similar themes. Solicit feedback, have a top-to-bottom/bottom-to-top style, and be as honest as possible and not passive-aggressive. Your organization will support you if you are genuine, sincere, and transparent—but also accountable. Remember you are not alone.

MEET THE MENTORS

Neil Dubord, Chief Constable
DELTA POLICE DEPARTMENT, BC

Regina Lawson, Chief of Police
WAKE FOREST UNIVERSITY POLICE DEPARTMENT, NC

Wayne James, Deputy Superintendent
INDIANA UNIVERSITY POLICE DEPARTMENT

"Q" Do you have a question for our mentors? Email us at **EDITOR@THEIACP.ORG**, and you might see it in a future issue!

Will Alcoholism Qualify for Workers' Comp Coverage?

BY
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THE PREVAILING VIEW AMONG COURTS AND STATE BOARDS OR AGENCIES IS THAT PERSONS THAT ARE INJURED AT WORK WHILE UNDER THE INFLUENCE OF ALCOHOL OR OTHER DRUGS ARE NOT COVERED BY WORKERS' COMPENSATION (WC) OR SIMILAR PROGRAMS.

In order to be able to properly determine whether a claim is covered, a chief should check with his or her legal advisor to review the wording of any applicable state law. A department's police psychologist can also be helpful in sorting out the often-overlapping causes of an officer's apparent disability or injury. Seeking such advice well in advance of any actual WC claim will help a chief respond promptly and confidently. When an injury occurs or a claim is filed, a thorough review of the circumstances and the elements of a claim is essential, as some cases are very fact specific. In addition to normal investigative practices such as gathering witness statements, taking photos, and so forth, part of any alcohol-related WC investigation should include a detailed review of any psychiatric evaluations and services an employee has received, as well as what efforts the individual has made to deal with his or her alcoholism.

It is important to recognize that employees with alcoholism may be covered by several state and federal laws. In some cases, claims can be filed for Social Security Disability, WC, the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), or similar state benefit and anti-discrimination laws. Conflicting results often seem to stem from inadequate investigations by the employer.

Nearly 30 years ago, a Michigan court upheld the award of WC benefits to a brewery worker who claimed his employer contributed to his alcoholism by giving employees as much free beer as they wanted to drink during their breaks. Although alcoholism is an "ordinary disease of life" and the employee didn't have to drink as part of his job, the appellate court found that he was still entitled to WC benefits because the "unique circumstances of the employment shaped the course of [his] disease."[1] Some speculated that this ruling might foreshadow a shift in how claims for on-the-job injuries involving drunk workers would be handled in the United States. However, to date, most other courts have been reluctant to follow Michigan's lead. This does not mean that chiefs are free to ignore practices that might lead a court or WC agency to conclude that alcohol consumption is an integral part of being a police officer. Practices such as nearly mandated attendance at cop bars for "choir practice" (post-work socializing and drinking) could be seen as unnervingly similar to the practice in the brewery case.

A brief review of some more recent WC cases can provide chiefs with some insight as to what facts are deemed most persuasive and what policies or practices might help minimize a municipal department's exposure to liability.

BILBEN V. CITY OF WHEATON

The Court of Appeals of Minnesota ruled that an individual was not disqualified from receiving unemployment benefits since he made reasonable efforts to retain his employment per Minnesota law. Although the city discharged the employee for misconduct that was attributable to his alcohol addiction, the court concluded that the employee's submission to treatment for alcoholism and his continued participation in Alcoholics Anonymous as a follow-up showed that he made reasonable efforts to retain his employment within the meaning of the statutory definition.

Under the Minnesota "serious illness" exception to disqualification from reemployment insurance (i.e., unemployment insurance) benefits, an employee is not disqualified from receiving reemployment insurance benefits if he or she is separated from employment due to personal, serious illness, provided that such individual has made reasonable efforts to retain employment. The court ruled that the "serious illness" exception to disqualification includes chemical dependency.[2]

CITY OF LINDSAY V. WORKERS' COMPENSATION APPEALS BD.

A municipal safety officer resigned after he was told he would be disciplined for coming into work one hour late on President's Day. According to his deposition, he resigned because he was "just going in a downward spiral" and "really felt segregated from everybody." He had been disciplined in the past and expected to be disciplined again because

he took some liberty with his working hours on President's Day.

Approximately one month later he filed a WC claim alleging injury to his psyche, stress, and bilateral upper extremities. Several months later, he filed a second amended application for adjudication of claim, adding an injury in the form of high blood pressure. Initially, the WC judge filed a "Findings and Award" stating that "applicant proved by a preponderance of evidence that he sustained cumulative industrial injury to the CVS/hypertension and psyche as alleged while employed as a police officer for the City of Lindsay." In the opinion on decision, the judge stated,

> *As noted by Dr. Lopez [psychiatrist], applicant was well and without psychiatric problems when he began work at the Lindsay Police Department in 12/92 and the work went well for a time. Applicant was later promoted to Sergeant in 1997 and a year prior to promotion to Sergeant, applicant had become an acting sergeant. There is evidence of personal problems in applicant's family life and with alcoholism. There is no evidence at this time that those problems would have resulted in a permanent disability absent the stressors of police work as noted by Dr. Lopez. The predominant cause of applicant's injury were the stressors of his job in the police department.*

The applicant had numerous personal problems: he had two children with his ex-wife, a heroin addict. Their children had problems in school and dealing with his live-in girlfriend. His daughter was part of a gang. He had been disciplined several times for various indiscretions involving alcohol, including a suspension for drinking alcohol in a park in 1996. He was arrested by the City of Woodlake for spousal abuse. (The charges were eventually dropped.) In 1993, the applicant underwent a total of three Internal Affairs investigations. Applicant admitted that he resigned at least in part because of the impending discipline after he was told his discipline could include termination. Applicant's uncle died a few days before he left employment with the City of Lindsay.

Since there was a technicality in how the reviewing WC panel reached its decision to overturn the judge's ruling, the court sent the case back, but the fact that they designated this as an "unpublished opinion" may indicate their uneasiness with the whole matter. The court noted that the WC Appeals Board's decision does not identify the "cumulative trauma on the job" or the "stressors of police work."

> *Nor does the WCAB adequately address petitioner's contention that petitioner's personal problems, particularly applicant's alcoholism, were not the predominant causes of applicant's psychiatric problems or that any psychiatric injury suffered by applicant was not caused by lawful, nondiscriminatory, good faith personnel action.*[3]

BERGLUND V. KOZLAK'S ROYAL OAK REST, INC.

The court held that an employee met the chemical dependency exception to the employment misconduct rule and was entitled to unemployment benefits under Minnesota law because she had followed up with her physician's referral and recommendation that she seek counseling, and she had undergone nine sessions of cognitive behavioral therapy with her psychologist for her alcohol dependency. The primary basis for the unemployment law judge's decision was based on an error of law, that a total cessation of alcohol use was necessary in order to find "consistent efforts," and on unsubstantiated findings that the employee had increased her level of alcohol consumption during the five months prior to her discharge and had failed to attend an inpatient or outpatient treatment program that had been recommended by her treatment providers.[4]

SMITH V. LSI LIGHTING SERVS.

An employee sustained a head injury while working as a machine operator. The employee had been standing on a platform next to the machine he was operating when, according to an eyewitness, he suddenly started tilting to the side and fell three or four feet to the floor. The employee argued on appeal that the evidence of his .218 percent blood alcohol content upon admission to the hospital was insufficient to support the New York Workers' Compensation law's presumption that his injury resulted solely from his intoxication.

This case underscores the benefits of a thorough investigation by the employer. The medical records included a report by the physician who examined the employee. The report concluded that the employee

was intoxicated. The medical records also referred to the employee's recent history of alcohol abuse, and the diagnosis of his condition included alcoholism. Accordingly, the reviewing court found that there was ample evidence of intoxication. From such evidence and the description of the fall, the board was able to reasonably conclude that the fall occurred when the employee lost his balance as a result of intoxication. The presumption relied on by the employee was rebutted, and there was no evidence of any cause for the fall other than intoxication. The Supreme Court of New York, Appellate Division, noted that substantial evidence supported the board's findings and affirmed the decision.[5]

RECOMMENDATIONS

Chiefs should consult their department's legal advisor and police psychologist in an effort to understand the many state and federal laws that might come into play should an officer with alcoholism be injured on the job. Making sure that a department's policies and rules are clear about the need to adhere to standards of conduct is an essential first step to avoiding discrimination claims or failure to accommodate.

Having and publicizing a competent employee assistance program (EAP) with experienced police psychologists or psychiatrists available are important. When an EAP is coupled with a trained peer-to-peer intervention effort, many potentially career-ending events may be avoided.

In all cases where an on-the-job injury occurs and alcohol use or abuse is suspected, a thorough investigation is essential.

NOTES:

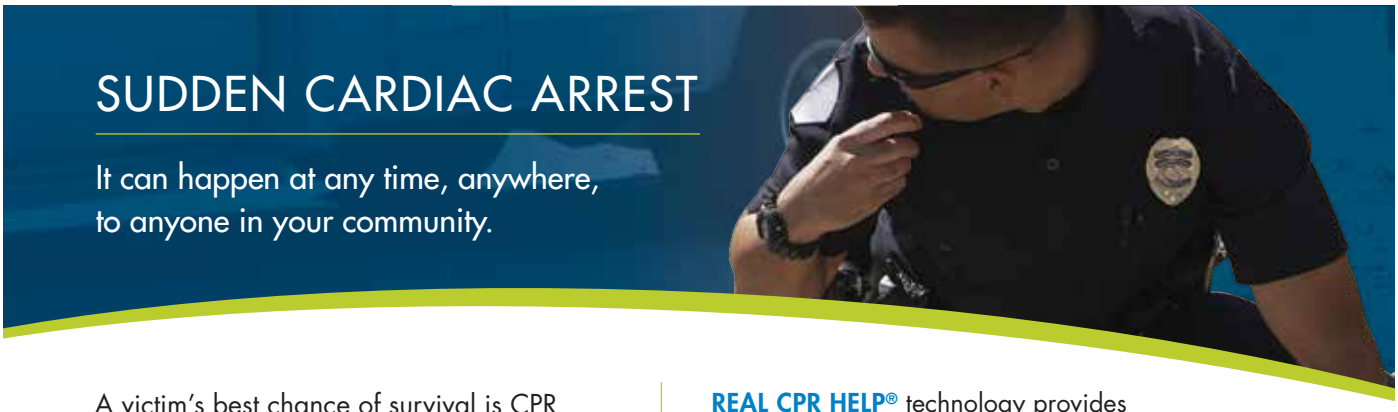
[1]*Gacioch v. Stroh Brewery Co.*, 466 N.W. 2d 302 (Mich. Ct. App. 1990).

[2]*Bilben v. City of Wheaton*, 1995 Minn. App. LEXIS 252.

[3]*City of Lindsay v. Workers' Compensation Appeals BD.*, 2002 Cal. App. Unpub. LEXIS 4817.

[4]*Berglund v. Kozlak's Royal Oak Rest, Inc.*, 2015 Minn. App. Unpub. LEXIS 552.

[5]*Smith v. LSI Lighting Servs.*, 291 A.D.2d 606 (2002).



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Understanding the Physical Wellness of Female Recruits

Lessons from Female Athletes

FEMALE REPRESENTATION IN THE POLICE FORCE IS AT AN ALL-TIME HIGH AND LOOKS AS THOUGH IT WILL CONTINUE TO INCREASE. WHILE OCCUPATIONAL TASKS MAY BE THE SAME, THERE ARE BOTH SIMILARITIES AND DIFFERENCES BETWEEN FEMALE AND MALE OFFICERS IN TERMS OF ANATOMY, BIOMECHANICS, AND PHYSIOLOGY. THESE DIFFERENCES MAY INFLUENCE PHYSICAL PERFORMANCE; THUS, A GREATER UNDERSTANDING OF KEY DIFFERENCES BETWEEN THE SEXES IS WARRANTED TO ENSURE OPTIMAL TRAINING, RECRUITMENT, AND RETENTION.

EFFECTS OF PHYSICAL STRESS ON FEMALE RECRUITS

Upon entry into the police academy, recruits are typically faced with significant increases in physical demands compared to their civilian lives. Basic academy training encompasses classroom instructions, practical exercises and scenarios, and physical training sessions that may require near maximal to maximal physical exertion. The impact of this training can be seen when reviewing the improvements from pre- and post-academy fitness scores. An increase in training demands, comparable to what athletes experience when training for their sport, disrupts homeostasis (the body's natural resting state). If stress is applied in a consistent and systematic manner, favorable adaptations can take place. However, stress must be carefully monitored as excessively added stress may overwhelm the body systems and their ability to adapt.

The female athlete triad is a concern for women participating in sports. This "triad" has been explored extensively in athletic populations, with three main, at times interacting, factors that could affect performance. These factors are disordered eating, amenorrhea, and osteoporosis. In 2014, the International Olympic Committee released a consensus statement introducing a more comprehensive term, the Relative Energy Deficiency in Sport (RED-S). This term encompasses the physiological reductions originating from an imbalance between dietary energy intake and energy expenditure. Such physiological decrements include reductions in metabolic rate, menstrual function, bone health, immunity, protein synthesis, and cardiovascular health. RED-S has also been associated with reduced muscle strength, decreased glycogen stores, and diminished endurance performance.

Regardless of the terminology adopted, the possibility of an energy deficiency raises concerns for the training of female recruits. This deficiency can come from a reduction in dietary energy intake (whether it is due to limited opportunities to eat or deliberate dieting), from the physical demands of recruit training being greater than to what they were previously accustomed, or a combination of both factors. This deficiency has the potential to reduce concentration (increasing failure risk), lead to greater injury risk, and increase the risk of menstrual cycle dysfunction. Such dysfunctions reduce estrogen levels, which may impair muscle energy

BY
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> ***The possibility of an energy deficiency raises concerns for the training of female recruits.***

metabolism and muscle cell viability. This is important as women undergoing 19-week military police training who reported missing six or more menstrual periods in one year were at a higher risk of injury compared to their counterparts who did not miss cycles. Additionally, reductions in circulating levels of estrogen have been associated with a reduction in bone mineral density, which can lead to increased risk of stress fractures.

Moreover, it is well established that female recruits are at a higher risk of iron deficiency compared to their male counterparts. Iron deficiency is a precursor to a more serious condition, iron deficiency anemia, which has known impacts on cognitive and physical performance.

Another important issue prevalent in females who undergo high levels of physical activity and have a constant requirement for weight restrictions is pelvic floor dysfunction (PFD). Not surprisingly, RED-S has been associated with PFD, as the previously mentioned reduction of glycogen stores may lead to pelvic floor neuromuscular fatigue and poor coordination. Studies have identified greater incidence of urinary incontinence (UI) in athletes compared to age-matched nonathletes. Similarly, 26–30 percent of female U.S. military personnel have reported suffering urinary incontinence during physical activity. High-impact exercises and heavy lifting and pulling, commonly adopted in recruit training, have been associated with an increased risk of UI. Unfortunately, due to embarrassment, lack of confidence in confidentiality, and even reduced availability of female medical personnel, women are less likely to report UI. Instead, female personnel often resort to drinking less fluids. This is important—particularly in settings of high physical demands—as dehydration may cause poor decision-making, impair manual dexterity, and reduce physical performance. In more extreme cases, the combination of prolonged exercise and dehydration may induce kidney stress, which may evolve to kidney injury.

CONCLUSION

In conclusion, while female recruits have the same occupational requirements as male recruits, there are several health-related issues specific to females that should be considered during training in the academy.

Providing female recruits and instructors with knowledge about these issues may help reduce the likelihood of separation due to injury or performance-related issues. Further, developing strategies to address these concerns may help improve health, fitness, and performance across the occupational lifespan for female recruits and officers.

KEY POINTS

- Instructors, trainers, supervisors, and managers should be aware that anatomical, biomechanical, and physiological differences exist between females and males that may impact optimal training.
- Relative Energy Deficiency in Sport (RED-S) has been observed in elite athletes and encompasses the physiological decrements from an imbalance between dietary energy intake and energy expenditure.
- RED-S can come from a reduction in dietary energy intake (due to a lack of an opportunity to eat or deliberate dieting), the increased physical training demands, or both.
- RED-S has the potential to reduce concentration (increasing failure risk) and can lead to greater injury risk.
- Due to logistical or other challenges such as PFD, UI, and others, female recruits and trainees may limit their intake of fluids. In settings of high physical demands, this lower fluid intake can lead to dehydration, poor decision-making, impaired manual dexterity, and reduced physical performance.
- Instructors, trainers, supervisors, and managers should regularly and consistently educate and query recruits collectively and privately to assess energy intake and hydration levels.

BY
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Western States Traffic Safety Coalition

New Year's Eve Drug-Impaired Driving Enforcement Initiative

IN JULY 2019, THE ARIZONA DEPARTMENT OF PUBLIC SAFETY, CALIFORNIA HIGHWAY PATROL, IDAHO STATE POLICE, NEVADA HIGHWAY PATROL, OREGON STATE POLICE, AND WASHINGTON STATE PATROL COLLABORATIVELY DEVELOPED THE WESTERN STATES TRAFFIC SAFETY COALITION (THE COALITION).

With the evolving social issues toward drugs, particularly marijuana, and limited resources, the six state police and highway patrol agencies saw an opportunity to partner with their neighboring states to place even more of an emphasis on developing meaningful enforcement and public education about the dangers of drug-impaired driving.

During the 2019 National Highway Traffic Safety Administration (NHTSA) National Impaired Driving Mobilization that included the Labor Day holiday, the six agencies that make up the Coalition participated in a collaborative enforcement effort for the holiday period. The objective was to combine their education and media efforts with proactive traffic law enforcement focused on drug-impaired driver behaviors in an effort to reduce serious traffic crashes. The partnership was not intended to place a burden on the agencies' time and resources but was an opportunity to highlight what they were currently doing in a combined state agency effort.

The law enforcement liaisons (LELs) from NHTSA Regions 9 and 10 provided the Coalition partners with technical assistance to explain the value of the Coalition partnership, assist with determining the "branding" of the initiative for the collaboration, and facilitate a discussion of the marketing strategy to educate the public and promote voluntary compliance with the law. This included providing talking points to help maximize the earned media opportunities to demonstrate their agencies' value in providing public safety and creating a public perception that their agencies were visible and vigilant in enforcing impaired driving laws with an emphasis on drugged driving.

Following the Labor Day holiday drug-impaired driving enforcement initiative, the six agencies reported that their officers made more than 1,000 impaired driving arrests. During a post-initiative debriefing facilitated by the NHTSA Regions 9 and 10 LELs, the participating agencies indicated the partnership provided value and worked well to promote their joint traffic law enforcement efforts.

NEW YEAR'S EVE DRUG-IMPAIRED DRIVING ENFORCEMENT INITIATIVE

At the end of October 2019, NHTSA Regions 9 and 10 LELs began to gauge the Coalition's interest in participating in an operation similar to the 2019 Labor Day Holiday initiative. The participating agencies responded positively with their intent to participate in a New Year's Eve drug-impaired driving enforcement initiative.

In December 2019, NHTSA Regions 9 and 10 LELs facilitated a conference call planning meeting with the Coalition representatives for the New Year's Eve drug-impaired driving enforcement initiative. For this planning meeting, the International Association of Chiefs of Police (IACP) Drug Evaluation and Classification (DEC) Program Western Region project manager participated and provided drugged driving and drug recognition expert (DRE) input and involvement into the planning process. Much like the Labor Day holiday

> ***As this Coalition becomes more refined and continues to evolve, there is an opportunity to build on its successes of thoughtful proactive action with positive results...***

Nevada Highway Patrol and California Highway Patrol officers at the Nevada-California border.

planning process, the NHTSA Regions 9 and 10 LELs, with the assistance of the IACP DEC Program Western Region project manager, provided the Coalition partners with technical assistance to help with public information, branding, marketing strategies, and talking points.

NEW YEAR'S EVE HOLIDAY INITIATIVE RESULTS

Enforcement data collected from the six participating Coalition states for the 12-hour New Year's Eve period showed 785 impaired driving arrests, with approximately 11 percent being drugged driving arrests.

The Coalition agencies had already anticipated and planned for an extra enforcement presence on New Year's Eve, and participation in this initiative was not labor intensive. Participation by the Coalition helped the agencies demonstrate law enforcement's solidarity, ensured a consistency of enforcement messaging for a general deterrence factor, and provided another opportunity for the Coalition to work together to refine its traffic law enforcement and public education and outreach efforts. Media and marketing of the initiative included photographs of neighboring state police and highway patrol officers at various state borders, as well as numerous media releases.

The California Highway Patrol and Oregon State Police are two of the six Coalition agencies.

SUMMARY

With today's policing environment growing ever more complex and with numerous challenges facing law enforcement agencies, public safety is viewed through many different lenses and defined differently by communities from jurisdiction to jurisdiction. Nevertheless, providing safer roads and highways for communities has always been a basic law enforcement function and expectation. The efforts and results of the Western States Traffic Safety Coalition were impressive. As this Coalition becomes more refined and continues to evolve, there is an opportunity to build on its successes of thoughtful proactive action with positive results, effectively earning public approval of traffic law enforcement.

The NHTSA Regions 9 and 10 LELs, along with the IACP DEC Program Western Region project manager have pledged their commitment to be resources and to provide "behind-the-scenes" support and staff work for future Coalition initiatives.

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Research abounds on topics related to law enforcement and criminal justice, and it can be difficult to sift through it all. Informer breaks down three studies for law enforcement leaders to help keep them up to date.

PREDICTORS OF BURNOUT AMONG OFFICERS IN THE UNITED STATES

Police officer burnout not only increases the loss of personnel to other professions, but also hinders the performance of officers who remain. In an effort to better understand levels of officer burnout and factors that contribute to it, researchers with the University of Illinois at Chicago analyzed survey data from 13,146 sworn officers. Participants in the 100-item survey represented 70 municipal police departments and 19 county sheriff's offices.

The study focused on two prominent characteristics of burnout: emotional exhaustion and emotional callousness (depersonalization). To identify predictors, researchers looked for relationships between burnout and several work environment and community factors. These included workload, level of autonomy and influence on decisions, rewards, social support, and values.

Although the average study participant reported feeling emotionally exhausted one to three times a month, 19 percent reported feeling emotionally exhausted at least weekly. Workload topped the list of contributing factors, with values close behind. Personnel who were more supportive of department leadership and organizational direction were less likely to feel emotional exhaustion. In the area of depersonalization, 13 percent strongly agreed that the job was hardening them emotionally and that they had become more callous. The study also reviewed a variety of interventions departments have attempted that may help reduce the problem of burnout.

William P. McCarty, Hani Aldirawi, Stacy Dewald, and Mariana Palacios, "Burnout in Blue: An Analysis of the Extent and Primary Predictors of Burnout Among Law Enforcement Officers in the United States," *Police Quarterly* 22, no. 3 (February 2019): 278–304.

IS POLICING MORE DANGEROUS THAN IN THE PAST?

Each day, officers are faced with unpredictable, dangerous situations, and many studies have aimed to examine just how dangerous the profession is. Past studies assessing dangerousness in policing have primarily focused on the risk of officer injury and death during felonious acts. In order to better understand the risks associated with being a law enforcement officer, researchers used data from the Officer Down Memorial Page to study both felonious and non-felonious line-of-duty deaths since 1970.

The goal of this study is to answer three research questions:

- How has the prevalence of line-of-duty deaths—both felonious and non-felonious—changed over time?
- How have incident-level features of felonious and non-felonious line-of-duty deaths changed over time?
- Is there evidence to support the claim of a "war on cops" since 2014?

The findings demonstrate that the dangerousness of policing has declined since 1970, as line-of-duty deaths have decreased by 75 percent. Of the line-of-duty deaths since 1970, many of the incident-level risk factors such as officer sex, rank, marital and family status, type of agency, and cause of death have remained consistent. However, the average age and length of service of those killed in the line of duty have increased, as have felonious deaths of supervisors and detectives. Though there has been a slight increase in felonious deaths since 2016, the study shows no evidence that there is a "war on cops."

Michael D. White, Lisa M. Dario, and John A. Shjarback, "Assessing Dangerousness in Policing: An Analysis of Officer Deaths in the United States, 1970–2016," *Criminology & Public Policy* (2019): 11–35.

THE SAFETY OF ONE-PERSON PATROLS IN ENGLAND AND WALES

Limited research exists on whether the number of officers in a patrol car during a shift has an impact on officer safety. Because of the limited research on this topic, researchers in the United Kingdom investigated whether single-person patrols put officers at a higher risk of violent victimization in England and Wales and whether the number of officers on patrol can reduce the risk for violent victimization of officers.

Data for this study come from the Police Federation of England and Wales' 2016 Officer Demand, Capacity, and Welfare Survey. This survey asks officers to self-report a number of issues related to officer working conditions, safety, health, and well-being. More than 17,000 officers representing 43 different agencies participated in the survey.

This study made four major findings based on officers who always or often worked single patrols. First, officers who often worked single patrols were more likely to be verbally insulted and verbally threatened at least once a month. Additionally, the study found that officers who always worked single patrols were more likely to report being physically attacked and more likely to suffer one or more injuries due to work-related violence. One other major finding was that the number of officers patrolling together had no impact on the odds of being attacked with a weapon. The study addresses the implications of single patrols by advocating that the number of officers on patrol should be considered with other contextual factors as a means of lowering the risk of violence.

Jonathan Houdmont, Mary Elliot-Davies, and Joan Donnelly, "Single Crewing in English and Welsh Policing: Frequency and Associations with Violence Towards and Injuries in Officers," *Policing and Society* (2019): 820–833.

Strengthening Community Bonds through Hope

THE LAW ENFORCEMENT PROFESSION IS CONSISTENTLY IN THE PUBLIC EYE DUE TO MEDIA COVERAGE AND TECHNOLOGICAL ADVANCEMENTS. FROM LINE-OF-DUTY DEATHS TO USE-OF-FORCE INCIDENTS, THE OFTEN-CRITICAL LIGHT SHINED ON THE PROFESSION SHOWS HOW DANGEROUS IT CAN BE TO ALL INVOLVED.

Due to the public criticism of law enforcement and the overshadowing of positive actions, the distance between community members and police officers seems wider than ever in some communities. One agency is making strides to bridge that gap by lifting up those whom they serve and protect.

The Sylva, North Carolina, Police Department sponsors an annual event to unite the population by supporting some of the strongest members of their community—breast cancer survivors and those battling cancer.

According to the American Cancer Society, "There is a 1 in 8 chance [a woman] will develop breast cancer." Former Sylva Police Department Chief Tammy Hooper emphasized community policing, and during her final years as the agency's police chief, she implemented the Walk for Hope, an event in which cancer fighters and survivors walk down Sylvia's Main Street to the city's courthouse.

Current Sylva Chief Chris Hatton has continued the annual event, which takes place every October during Breast Cancer Awareness Month. The Walk for Hope gives the public an opportunity to come out and show cancer survivors just how much they mean to the community, as well as giving them a way to celebrate cancer remission or feel supported in their fight to beat cancer. Although this event was created with breast cancer survivors in mind, all who have been affected by cancer, especially those still fighting the disease, are welcomed with open arms.

For three years, the officers and community have continued to wholeheartedly support the event's mission.

Donning their one-of-a-kind pink uniforms, Sylva police officers strive to turn the town pink for the event. All attendees are encouraged to wear this color to show their support for those battling the disease. The walk participants are given bracelets, stickers, and ribbons. "When these ladies see their strong, tough police officers wearing pink to support them, something really great happens. The ladies realize your motivation is to show love and support for them. It's amazing," said Chief Hutton.

The police department also has HOPE, a police cruiser that has been customized with pink markings and graphics provided by local businesses for the cause. Cancer survivors can sign their name on the cruiser, and it is put on display during any police department event hosted in the month of October. In addition, the police department has a breast cancer flag for cancer fighters and survivors to sign that hangs year-round in the department lobby.

> ***When these ladies see their strong, tough police officers wearing pink to support them, something really great happens.***

Left: HOPE cruiser; Right: Walk for Hope participant with Chief Chris Hatton

In the United States alone, there are more than 3.5 million breast cancer survivors, and the Sylva Police Department's Walk for Hope, HOPE vehicle, and other efforts support the survivors and other affected community members, creating meaningful relationships between the officers and the public.

"It's difficult to measure results [of the event] using methods like statistics," said Chief Hatton. "Instead, we measure success in smiles, hugs, happy tears, hands raised in victory, and signatures on our pink police car, HOPE."

While there are many taxing and stressful aspects of the policing profession, many departments have been working to unite their residents with the hope of removing the negative perception of police officers. As shown by the Sylva Police Department, police officers care deeply about those they serve and protect.

Does your agency have an initiative or project you'd like to see featured? Email us at **EDITOR@THEIACP.ORG**.

RECOMMENDATIONS

Chief Chris Hatton offers a few tips for agencies who are interested in starting a similar event to support cancer fighters and survivors in their communities.

- Use your active community members and nonprofits to get started and to help get the word out.
- Use social media and talk to your community—helpers will appear before your eyes because cancer and supporting those who are experiencing it (or have survived it) is something many people care deeply about.
- Reach out to government entities such as the chamber of commerce or other organizations that can help make the event a reality.

Key Strategies to Prevent Suicide Among Law Enforcement

BY
Jennifer Myers, MA, Education Development Center

IN THE UNITED STATES, SUICIDE RATES HAVE BEEN RISING OVER THE PAST SEVERAL YEARS. More officers die by suicide than in the line of duty. But, law enforcement leaders have the power to make change by applying key strategies to prevent suicide. Research in suicide prevention has led to the identification of successful interventions and programs. Law enforcement leaders can make significant contributions to the prevention of suicide in their ranks through implementation of evidence-based programming and leading by example to demonstrate that all people face challenges when experiencing trauma, stress, and other difficulties—and that support is available.

A comprehensive suicide prevention program requires a holistic approach addressing the many pieces that play roles in this complex issue. Preventing law enforcement suicide requires an all-in effort from families, communities, peers, leadership, mental health and health professionals, and paraprofessionals. A strategic suicide prevention plan for a law enforcement agency should include the following objectives:

- Creating and sustaining a leadership culture that destigmatizes mental health
- Increasing and normalizing help-seeking behaviors
- Preparing for and providing support during transitions (time off due to injury, retirement, etc.)
- Addressing and reducing the impact of trauma including cumulative stress
- Developing and strengthening peer supports
- Identifying and responding to signs of suicide risk, including intimate partner violence and substance misuse
- Improving access and decreasing barriers to mental health care
- Reinforcing resilience and healthy coping skills
- Promoting a positive, resilient message
- Supporting law enforcement members and families impacted by a suicide loss or attempt

As part of this comprehensive approach, there are several key strategies that peers, leaders, and family members, as well as other support people, can do to reduce risk and increase protections against suicide. These include strengthening connectedness, recognizing warning signs of risk, augmenting safety planning, and communicating a positive and resilient narrative through intentional messaging.

The Power of Connectedness

Suicide prevention involves more than pulling a person out of an emotional fire. Suicide prevention requires going upstream, prior to any crisis, to reduce the factors that might contribute to suicidal thinking and behaviors. Belongingness and connectedness are some of the strongest protections against suicidal thinking. It is known that law enforcement members often don't share with family members what they experience on the job. Law enforcement agencies need to intentionally support the processing of trauma, build officers' connections within the department and outside of work, and recognize signs of isolation and relationship problems.

Research with people who have attempted suicide and refused follow-up treatment shows simple actions can make a big difference. In a random control trial that has been replicated several times, simply sending a postcard over a period of time with a nondemanding, caring message helped people live. Those who received the postcards were less likely to die by suicide than the group that did not receive these messages. These caring contacts didn't ask for anything and didn't tell the person to go to therapy, take their medicine, get enough sleep, or refrain from drugs or alcohol. The messages merely expressed that the person was thought of and someone cared about them. Law enforcement leaders, peer supporters, and law enforcement members can provide messages like this, too.

A Culture and System of Support

Support matters for the officer thinking about suicide. Support matters for the officer struggling with life's challenges who is not in a suicidal crisis. Support matters for the officer dealing with substance misuse issues, relationship problems, financial problems, and the cumulative stress of the job. Support matters for the officer coping with trauma and vicarious trauma. Support comes in many different forms, and it can be built into the organization through policies, procedures, and resources. Allowing for and encouraging the use of employee assistance programs, mental health treatment, and debriefing personally traumatic events are some examples of how support can be built into policies and procedures. Policies will often provide standard supports for officers who fired their weapons, but the other officers involved in the scenario may also need support. It's important to remember that different people react differently to the same events and experiences. For instance, witnessing a dead child may be particularly traumatic for one person, while seeing a person who

> “Peers can help to increase social connectedness, send caring messages, decrease the stigma of getting help, and reinforce positive coping strategies.”

has been severely sexually assaulted may be more challenging for another. Policies can also support mental health days, flexibility in scheduling to allow for meeting the needs of personal life, and mental health check-ins on a regular basis.

Support can be infused into the work culture and each team in the agency. It can be taught through training and education about mental health issues, the signs of suicide in law enforcement and how to respond to these signs, and coping with trauma and building resiliency. Formal supports can include peer support; accessible mental health checks and treatment, both internal and external to the department; and leadership check-ins.

Importance of Preparing Peers, Family, and Leaders to Offer Support

There are many ways peers can make a big impact on suicide prevention. Peers can help to increase social connectedness, send caring messages, decrease the stigma of getting help, and reinforce positive coping strategies. Peers should be trained to identify warning signs of suicide risk, ask directly whether a fellow officer is thinking about suicide, know what to do when a suicide risk is identified, and implement strategies to follow up with the officer at risk. Peers can use their experiences and knowledge to engage a person thinking about suicide and to ask about suicide in a way that might elicit a true response. Command staff should discuss the process and relevant policies their agency has regarding the safe, supportive, and effective reporting of officers who express active suicidal thoughts or desires. Peer supporters, officers, and command staff alike can be trained in using an evidence-based resource to ask directly about suicide, such as the Columbia Suicide Severity Rating Scale, Screener version. Peers should be trained to know the best practices in suicide prevention, such as increasing protective factors against suicide; decreasing risk factors; using a safety plan; having conversations about access to lethal means; and providing caring, supportive follow-up.

Many supporters in an officer's life might have an idea of indicators that a person could be at risk for suicide or struggling emotionally. Talking about suicide, expressing a desire to die, stating that life isn't worth living or has no purpose, and communicating that one is a burden to others are significant signs of suicide risk. In addition to these signs, increasing substance use, withdrawing, isolating, expressing hopelessness, feeling trapped, acting recklessly, and demonstrating mood changes are also important warning signs. In law enforcement, it is also key for supporters to look for life stressors and violent behaviors. Life stressors include relationship, financial, legal, and work problems. If an individual is facing challenges in several of these areas, it may prevent a further crisis to provide support, mental health treatment, and follow-up before a crisis emerges. Similar to the evidence that current violent behaviors are a sign of future violent behaviors, suicidal behaviors are also a form of violence. If a law enforcement member has demonstrated violent behaviors in intimate relationships, outside of work,

or in his or her role as a police officer, this should be seen as a sign of that officer's own suicide risk and needs to be taken seriously.

Those who support law enforcement, such as family, frontline supervisors, and peers, need to be prepared. While law enforcement officers may feel ready to respond to an external person in a suicidal crisis, they may be less prepared to ask people within their own ranks if they are thinking about suicide. All members of law enforcement should be trained to ask openly and directly about suicide in a way that builds trust with the person who may be in crisis. It is best to use the language of the person at risk, meet him or her where the person is at, and to rely on the relationship that supports a difficult conversation. In addition to this, it is useful to know an evidence-based tool that can help elicit suicidal thinking and behaviors. Six questions can be memorized and added to the repertoire of law enforcement to identify suicide risk using the Columbia Suicide Severity Rating Scale (see sidebar). While this scale is a great tool, it is imperative for those supporting a person in crisis to communicate in a way that is culturally sensitive and connects on an individual basis.

Safety Planning for Suicide Prevention

One evidence-based approach to reduce suicide is using a safety plan to identify ways to support someone in a suicidal crisis. The safety plan is a customized plan developed collaboratively with a person at risk for suicide. It is used to teach a person at risk for suicide to identify what signs indicate things are getting worse, ways to tolerate distress other than suicidal thinking and behaviors, and who to turn to for support. The safety planning intervention was developed by Barbara Stanley, PhD, and Greg Brown, PhD, and is an evidence-based brief intervention for a person at risk for suicide. Research has shown the efficacy of safety planning in military and veteran populations. A similar tool, which is also evidence based and has been researched in military and veteran settings, is the Crisis Response Plan developed by Craig Bryan, PsyD, ABPP. Both of these tools include a prioritized list of coping strategies and supports that can be accessed easily and quickly during or before a suicidal crisis. Mental health professionals working with law enforcement should be trained in and knowledgeable about the use of a safety planning intervention. The mental health treatment professional can develop a safety plan with a person thinking about suicide, and peer support can reinforce the use of this safety plan. Peer support specialists, supervisors, and family members must also know about the use of safety planning and the role each of them can play in augmenting an individual's safety plan.

The following are six elements of a safety plan.

- Identifying one's personal warning signs of a crisis or that a crisis may be impending
- Outlining internal coping strategies that help specifically during a suicidal crisis
- Planning places and support people who may assist in providing some safety and distraction
- Identifying at least three go-to persons who will provide necessary support during a suicidal crisis
- Detailing mental health crisis resources
- Taking action to make the environment safe for the person at risk

Establishing environmental safety includes safe storage of firearms, medications, and other potentially lethal items or substances. For law

SIX QUESTIONS THAT COULD SAVE A LIFE

In the past month,

1. Have you wished you were dead or wished you could go to sleep and not wake up?
2. Have you actually had any thoughts about killing yourself?

   Yes – Go to question 3

   No – Go to question 6
3. Have you thought about how you might do this?
4. Have you had any intention of acting on these thoughts of killing yourself, as opposed to you have the thoughts, but you definitely would not act on them?
5. Have you started to work out or worked out the details of how to kill yourself? Do you intend to carry out this plan?

In your lifetime or in the past three months,

6. Have you done anything, started to do anything, or prepared to do anything to end your life?

Any "Yes" indicates that someone should seek a behavioral health referral. If the answer to 4, 5, or 6 is "Yes," seek immediate help—and stay with the person until they can be evaluated.

For more information and resources, visit the Columbia Lighthouse Project at **cssrs.columbia.edu**.

FIGURE 1: FRAMEWORK FOR SUCCESSFUL MESSAGING

Source: National Action Alliance for Suicide Prevention, *Framework for Successful Messaging*

TAKE ACTION NOW TO LEARN MORE.

How to ask about suicide
The Columbia Lighthouse Project: **cssrs.columbia.edu**

Safety planning
Safety Planning Intervention: **suicidesafetyplan.com**

Veterans Administration Safety Plan Quick Guide: **www.mentalhealth.va.gov/docs/vasafetyplancolor.pdf**

Safe messaging
National Action Alliance for Suicide Prevention: **suicidepreventionmessaging.org**

enforcement personnel, a safe environment can include using an image that represents a protective factor, such as a personally meaningful picture of something or someone that keeps the person going (family, spouse/partner, pet, spiritual image, etc.), with the storage of the firearm. A vinyl wrap, such as those created by Cover Me Veterans, that has a customized image of something that matters the most to the person at risk may provide some protection against suicide with that specific method.

Communicating Safely to Promote Life and Hope

In addition to supports on an individual and organizational level, the overarching conversation about law enforcement suicide prevention must be focused on a positive, resilient, and hopeful message. It is essential to honor those lives that have been lost and, at the same time, respect those who are struggling. Caution must be exercised when talking about suicide in agency communications and media and community settings, and the agency culture must be considered. It is key to communicate to law enforcement members that there is hope, suicide is not inevitable, and there is no need to struggle alone. Empowering leadership and peers to share their stories of mental health challenges, coping through trauma, substance use issues, getting help with intimate partner violence, and resilience through a suicidal crisis will have a profound impact.

Administered by the Education Development Center, the National Action Alliance for Suicide Prevention, the public-private partnership dedicated to advancing the National Strategy for Suicide Prevention, has developed a *Framework for Successful Messaging*. The framework was designed to assist people in the development of strategic, safe, and positive messages about suicide prevention. Any communication put out by a department or other organization about law enforcement suicide—including prevention—must be crafted with a safety lens.

Safe messaging focuses on avoiding potentially harmful messaging content while advancing a suicide prevention strategy. Certain messages about suicide can increase the likelihood that a person at risk for suicide may be more likely to think about or attempt suicide themselves. Communication about suicide should avoid sensational coverage, details about suicide methods or locations, expressions that suicide is common, overemphasis of suicide death data, and portrayals of a simple explanation for suicide. Agencies can advance safe messaging

> "The overarching conversation about law enforcement suicide prevention must be focused on a positive, resilient, and hopeful message."

by connecting the communication about suicide to a comprehensive prevention strategy, stating that the issue of suicide is complex, sharing stories of resiliency and hope, and advancing a positive narrative. It is essential to highlight solutions to stigma rather than the problem of stigma. Law enforcement officers are solution oriented; clear messages that communicate positive, simple, and direct actions will help empower them to do something about this problem in their own ranks.

The messages communicated by chiefs and command staff within an agency help to determine the culture of the organization. It is essential that any poster, internal communication, and information distributed at roll call and meetings be created with intention. Yet, it is even more imperative that the agency's action communicates a culture of comradery, connection, inclusion, support, and resiliency. Law enforcement members have incredibly difficult roles and wear many hats. Officers may need a space to transition from the role of officer to the role of parent, spouse, sibling, and friend. As the saying goes, actions speak louder than words. Actions plus intentional words to create an agency that truly does have the mental well-being of its members as a priority speaks even louder.

Conclusion

Together, the law enforcement community has the power to prevent suicide, and leaders must make this a priority. All those who support law enforcement must strengthen the safety net. The National Officer Safety Initiative's National Consortium on Preventing Law Enforcement Suicide will provide recommendations and develop a resource toolkit to assist agencies in developing a comprehensive approach to this difficult problem. Without hesitation, reach out to someone who you know is going through a hard time, address your own self-care, and make changes to support all law enforcement members.

IACP RESOURCES

- *Preventing Suicide Among Law Enforcement Officers: An Issue Brief*
- *The Signs Within: Suicide Prevention Education and Awareness Report*

theIACP.org

- "Suicide Awareness and Prevention for Law Enforcement Professionals" (article)

policechiefmagazine.org

THE ISRAEL POLICE'S Innovative Trauma Intervention Framework

BY
Hadas Sharvit-Benbaji, Superintendent, Head of the Mental Health Team, Israel Police Training Department, and Avshalom Peled, Major General, Head of the Israel Police Training Department

EVERY POLICE OFFICER IN THE ISRAEL POLICE IS TRAINED TO DEAL WITH BOTH CLASSIC POLICE WORK AND THE FIGHT AGAINST TERROR. THE POTENTIAL FOR AN ENCOUNTER WITH A TRAUMATIC EVENT IS ALWAYS THERE—FATAL ACCIDENTS, FIRES, DOMESTIC VIOLENCE, ACTIVE SHOOTERS, STABBINGS, HOMICIDES, TERROR ATTACKS, AND OTHER INCIDENTS MAY BE JUST AROUND THE CORNER. A SEEMINGLY ROUTINE EVENT CAN TURN, IN THE BLINK OF AN EYE, INTO AN EMERGENCY SITUATION.

Israel isn't alone in facing these myriad risks. Potentially traumatic events are on the increase across the globe. Law enforcement officers need tools to help them cope with such events—before, during, and in the aftermath of the incident.

In response to this need, the Training Department of the Israel Police developed an innovative trauma intervention framework. Responsible for the training of more than 32,000 police across Israel, the department's goal was to create a support structure that would first help the Israel Police to minimize the development of posttraumatic stress disorder (PTSD) among its officers, and second, offer a framework for treating such disorders if they did develop.

The structure combines both leadership and mental health elements to provide a comprehensive intervention framework that can be used by police officers and commanders before, during and after traumatic events. It was created following a rise in the number of crisis and disaster events in Israel, and it was designed using a combination of models and therapeutic approaches. The trauma intervention framework continues to evolve and improve through longitudinal studies, as well as trial and error.

The trauma intervention framework is based on the levels of prevention described in preventive medicine. The primary level of prevention focuses on preparation to cope with the anticipated traumatic event, while the secondary level of prevention takes place in real time, as the event is happening, and aims to minimize the effect of the trauma. The tertiary level of prevention deals with coping mechanisms and treatment after the event has concluded.

The Israel Police Training Department offers training on resilience and mind-set for police officers and commanders, with the specific aim of improving the mental resilience of police officers, as well as improving command resilience, unit resilience, and organizational resilience—and, as a result, increasing operational fortitude.

Images courtesy of Israel Police.

THE MANY FACES OF TRAUMA

Officers in the Israel Police face varying threat levels daily when dealing with their routine cases, emergency work, and routine-emergency situations—the last of which is a concept that describes the nature of the unexpected threat in police work when a routine event suddenly becomes an unforeseen emergency.

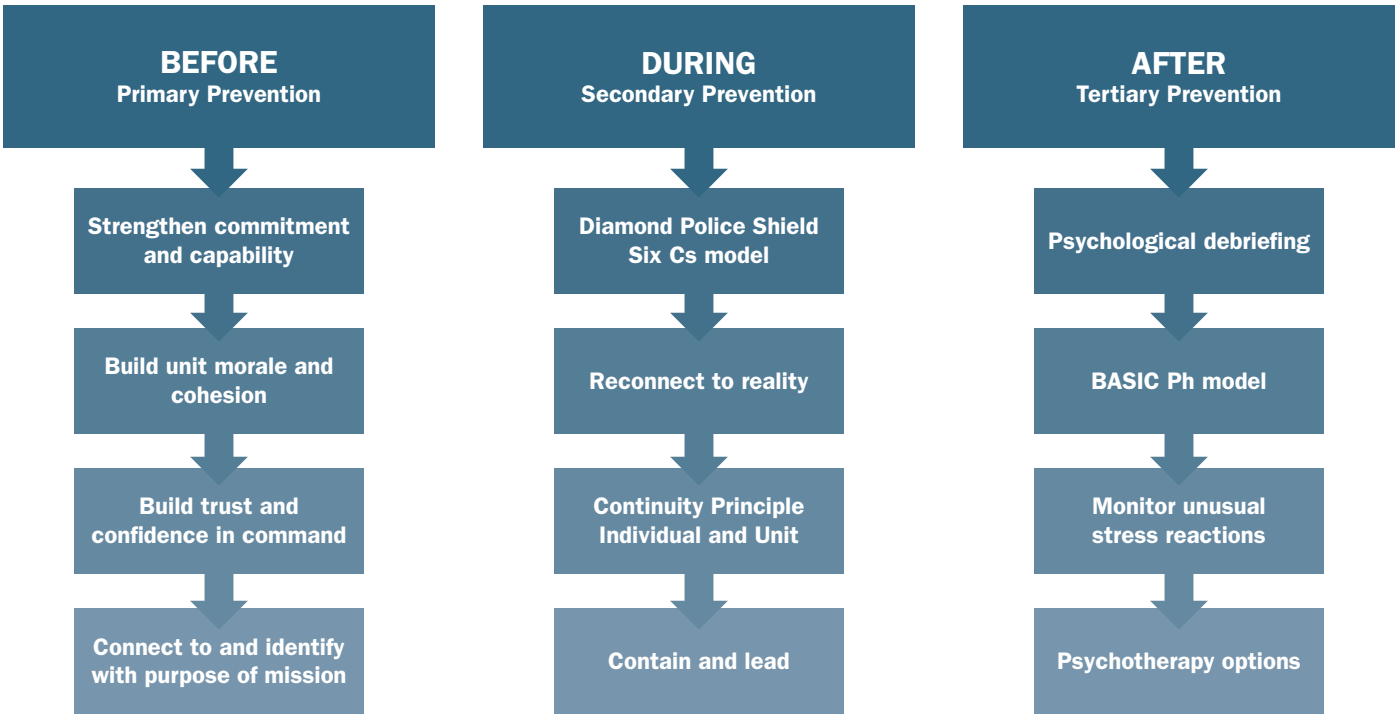
A traumatic event is "a significant event in which the person experiences a threat to his own life, his well-being, his physical and/or mental health, or to those persons in his vicinity." The traumatic event can be a single event of short duration, a recurring event, or a long-lasting event such as a war.

In the Western world, population samples show that 3 percent of the general population have been diagnosed with PTSD, with another 15 percent experiencing subclinical forms of the disorder. The data also show that 20 percent of people who have experienced severe trauma in their lives develop PTSD.

The clinical picture is not consistent. A traumatic event may trigger various physiological, biological, and mental events, and not everyone will react in the same way to the same traumatic event.

Trauma causes multidimensional damage to the biological processes concerned with social and psychological conditioning processes. As a result, many people with PTSD experience difficulties in coping on social, work, and family levels, leading to significant impairment in their quality of life and a greater tendency to develop medical problems and psychiatric disorders.

FIGURE 1: TRAUMA INTERVENTION FRAMEWORK: LEVELS OF PREVENTION



The response to a crisis event is individual. Some police officers carry a gaping psychological wound from a trauma, which threatens to impair both their ability to function and their personal development. This can lead to a significant mental illness that is resistant to treatment.

Others manage to channel the traumatic event into a stimulus for developing more personal resilience and for self-learning, personal growth, and development.

The Israel Police sought to develop a framework which would improve officers' ability to be resilient, and, thus, their ability to reduce the negative impact of the traumatic experiences they encounter. The framework emphasizes the need for commanders to take a major role in building resilience in their circles of influence.

THE CRITICAL ROLE OF COMMANDERS IN BUILDING RESILIENCE

Before, during, and after any potentially traumatic event, it is the role of the commander on the scene to evaluate, preserve, and address the level of resilience of his or her police officers, as well as that of the unit, at the appropriate prevention level: primary prevention before the event, secondary prevention during the event, and tertiary prevention after the event has ended.

Rather than waiting for mental health professionals, it is the commander who supports individual officers in the unit, helping them cope with challenges and allowing them to function at the required level of competence and then return to regular life after facing those challenges. The ability to cope and continue is the essence of resilient behavior.

The goal is for the officers in the unit to function effectively in complex, stressful, and difficult situations—even when dealing with crises or situations with a high degree of uncertainty.

At the same time, the commander focuses on maintaining the organizational resilience of the unit so that it can continue to operate even after an injury to one of its members. As a result of this focus, the unit is able to function well over time and with minimal burnout, even while working under stress, external threats, and resource constraints.

The level of operational fortitude achieved is a reflection of an individual police officer's mental resilience, together with the resilience of the unit as a whole. This resilience is a result of a combination of command and control processes and psychological methods, along with the connection between the tasks, challenges, constraints, and resources available to the individual.

Command and control measures include competence and readiness for the task at hand,

training to maintain competence and physical ability, personal and unit protection, and more. Psychological factors include capability, commitment, social cohesion, and mental resilience.

A feeling of capability is critical. The unit must be confident in its commanders, the mission, and the unit's ability to achieve the required outcome, even in the face of uncertainly and unfamiliar scenarios.

The commander must move the unit through a continuum of obedience, identification, and internalization in order to reach a high level of commitment to the mission. The greater the level of commitment, the stronger the motivation to complete the mission despite any associated threats. In turn, motivation is influenced by the level of social cohesion. An atmosphere of mutual support, led by the commander, helps individuals support one another, reducing burnout. In the Israel Police model, the commander, strongly supported by mental health professionals, becomes the central figure leading his or her officers and unit toward increased resilience.

INTEGRATING THE TRAUMA INTERVENTION FRAMEWORK INTO THE ISRAEL POLICE

Training to improve resilience is an integral part of all training offered by the Israel Police Training Department. During such training, commanders receive tools for the assessment and preservation of both an individual's resilience and that of the unit.

PRIMARY TRAUMA INTERVENTION — BEFORE THE EVENT OCCURS

A commander's actions before an event focus both on standard command requirements and on the mental preparation of the participating police officers.

Commanders are trained to emphasize the regular routines and functions of the unit, which reinforces perceptions of how the unit is expected to function under stress or in an emergency.

The commander's initial prevention work before the event includes the following responsibilities.

- **Explaining the mission**: Providing as much information about the mission as possible helps officers feel a greater sense of control and less anxiety about dealing with any unexpected scenarios.
- **Connecting to the purpose**: Emphasizing the purpose of the mission increases motivation and personal commitment to the task.
- **Discussing complex scenarios**: Helping the unit anticipate any possible complex scenarios and addressing any concerns allows the unit to develop strategies that align with the officers' sense of purpose and ability to complete the mission.
- **Increasing command attendance**: Maintaining direct contact with the members of the unit and monitoring any police officers who may feel additional stress permits early intervention, if needed.
- **Filling physiological "batteries"**: Emphasizing the need for the officers to eat and drink in order to stay alert and maintain their strength reduces stress and injuries.
- **Keeping active**: Keeping the unit engaged and active leaves less time for anxiety to develop.
- **Strengthening cohesion and social support**: Encouraging mutual support among unit members provides a sense of camaraderie, which increases motivation for the mission.
- **Emphasizing safety**: Increasing officers' sense of protection and security reduces stress and anxiety.
- **Maintaining discipline**: Keeping a tight rein on discipline offers a sense of order, reduces anxiety, and creates a sense of control and security.

SECONDARY TRAUMA INTERVENTION — DURING THE EVENT

It is important to note that, in the Israel Police trauma intervention framework, secondary prevention occurs **during** the event, rather than immediately after the event's conclusion as in the preventive medicine model. This is a critical difference in approach that aims to return an officer to functioning when experiencing an acute stress reaction during a traumatic event.

The framework focuses on resilience at both individual and unit levels.

Individual Resilience: The Diamond Police Shield Model

The Six Cs model for immediate cognitive psychological first aid was developed by mental health expert Dr. Moshe Farchi in 2011. Originally developed for use in the military, it is now a national model in Israel for providing psychological first aid.

A version based on this model, called Diamond Police Shield, was created specifically for use in the Israel Police and is taught in dedicated training at the National Police Academy.

The underlying idea is to minimize police dependence on mental health professionals in the field during a crisis and to enable, instead, commanders and police officers to provide mental first aid to their colleagues during an event. The aim is to return those experiencing the effects of a trauma to functioning in no more than two minutes.

The model is based on five simple steps for immediate intervention in emergencies:

1. Make contact—Activate the senses (hearing, vision, touch) to focus the attention of the officer in crisis.

2. Emphasize commitment—Create a sense of security, which will then reduce anxiety: "I'm with you. I'm not going anywhere."

3. Ask fact-finding questions—Focus communication with the traumatized officer on cognition and not emotion. Facts do not require emotion. Facts require the ability to think and to reason, and this is the goal.

4. Establish the order of events—Verify what happened and emphasize that the triggering event has now ended. The answers to the fact-finding questions can be used to summarize what happened, what is happening now, and what will occur next, e.g., "Two minutes ago there was an explosion, now there are many rescue forces here who are helping, and the incident is over."

5. Encourage actions—Give the traumatized officer simple instructions in order to help him- or herself return to functioning and to help those around him or her, e.g., "You can call an ambulance for the injured, or you can keep passers-by away from the scene. Which would you prefer to do?"

The Diamond Police Shield model is simple and easy for anyone to learn and does not require a background in psychology. It enables commanders and police officers to lead emergency mental health care and thus maintains their confidence in their abilities, which, in turn, preserves the resilience of the unit as a whole.

The passage of time is a critical element in the development of PTSD; the Diamond Police Shield model is both fast and effective. It encourages a natural support system within the unit, and it can prevent a temporary mental crisis in the face of an extreme situation from turning into a bigger psychological issue. Treatment on the scene by a commander or a member of the unit enables a quick return to functioning without having to wait

for a mental health professional and without the need to evacuate the incapacitated officer from the scene.

Officers trained according to the Diamond Police Shield methodology demonstrate significantly improved resilience and increased feelings of control, security, and functional independence.

Unit Resilience: The Continuity Principle

In addition to helping police officers on an individual level, a commander must also ensure the resilience of the unit. The response of an individual officer can affect the way the entire unit functions, just as the reaction of the unit as a whole can affect an individual officer's reaction to potentially traumatic events.

During a traumatic event, continuity between the past, present, and future may be shattered. As a result, a police officer's belief in his or her own ability to continue the mission may also be shattered. This crisis of confidence affects the whole unit's ability to complete the mission.

The Continuity Principle model was developed by psychologists and officers in the Israel Defense Force reserves Haim Omer and Nahman Alon in 1994 to address this issue. The model states that, in order to prevent the development of a post-traumatic disorder, continuity should be bridged as soon as possible—meaning that systems and frameworks that existed in the past should continue in the present and into the future.

Unit resilience requires that the past, present, and future are seen as still connected so that there is a continuum of shared experience and knowledge upon which the unit can rely.

According to this model, the commander must maintain his or her own continuity of leadership in order to preserve the functioning of the unit, albeit with fewer resources and personnel. He or she must maintain continuity on three levels: individual, unit, and organization.

When dealing with continuity on an individual level, the commander focuses on preserving cognitive, emotional, interpersonal, and functional continuity, bringing a strong message that a quick return to pre-trauma levels of functioning is not only possible, but expected.

At the unit level, the commander ensures that the existing framework continues and that it is able to respond to any new requirements necessitated by the emergency or disaster.

The commander maintains continuity at the organization level by ensuring that information and instructions are transferred throughout the chain of command. Continuity requires that regular, routine activities continue as planned. In parallel, a multidisciplinary team is formed to deal with ongoing trauma-related situations.

All of these measures together provide a level of continuity, which bolsters unit resilience.

TERTIARY TRAUMA INTERVENTION — POST-EVENT PREVENTION AND TREATMENT

This last step in the trauma intervention framework begins after the immediate danger has passed. The aim of the tertiary intervention is to assist police officers to adjust and adapt to a post-trauma reality. This stage, which involves reconstructing events and providing rehabilitation and treatment, is necessary to prevent secondary stressors that may have an even greater long-term impact than the event itself.

There are three main options for tertiary trauma intervention. The optimal choice of method or a combination of methods depends on factors such as the police officer's specific need and the nature of the traumatic event, among others.

Option 1. Critical Incident Stress Management (CISM)

Traumatic stress and clinical expert Dr. Jeffrey T. Mitchell developed an intervention model in 1974 for post-crisis debriefing among rescue and emergency teams. This psychological debriefing intervention framework was recently redrafted and is now part of a wider intervention process known as Critical Incident Stress Management (CISM).

In the Israel Police, psychological debriefing takes the form of meetings in small groups, led by the unit commander and accompanied by mental health professionals. The meetings take place up to two weeks after the potentially traumatic event and are intended to prevent the development of a chronic mental health issue. Unlike psychotherapy, psychological debriefing is designed for anyone exposed to the incident, not only for those who are already exhibiting any form of distress or psychopathological symptoms.

The purpose of these psychological debriefings is to ensure that the participants are cognitively aligned, to normalize emotions and reactions, to make resources for coping available from within the unit, to promote cohesion, and to identify those in need of follow-up, command support, and mental health assistance.

Option 2. The BASIC Ph Model of Coping and Resiliency

The BASIC Ph model, developed by Professor Mooli Lahad and Dr. Ofra Ayalon, addresses the different coping styles of individuals during a crisis. The model assumes that every person has the potential to cope and that each person has his or her own coping style.

The model focuses on six major dimensions that together describe a person's ability to survive and even thrive. The acronym BASIC Ph stands for these dimensions: belief and values, affect (emotional dimension), social, imagination, cognitive, and physiological.

The BASIC Ph model is taught to participants in psychological debriefing groups so that they can identify additional options to help them cope after an event and help prevent the development of posttraumatic disorders. A person who enjoys sports may cope better by activating the physiological dimension, for instance, while a colleague

may opt for more social contact or prefer to rely on his or her beliefs and values for strength.

This model of coping is taught by resilience professionals and mental health officers in routine training throughout the Israel Police.

Option 3. Psychotherapy

Psychotherapy is a healing process aimed at helping an officer cope with the traumatic experience and grow from it. Confronting the pain and loss while reconstructing the event, finding new meaning in the trauma, and creating renewed hope for the future are all part of the therapeutic process.

The goal is to allow the traumatized officer to return to functioning at previous levels, both personally and professionally, and to help him or her transition from perceived helplessness to a future the officer controls and in which he or she copes more effectively.

Various techniques are currently being used in the Israel Police to treat trauma victims, including dynamic, short-term therapy; cognitive behavioral therapy (CBT); transcranial magnetic stimulation (TMS); eye movement desensitization and reprocessing (EMDR); and biofeedback therapy. The treatments are provided by mental health officers attached to units or by external service providers who may be contacted anonymously.

Every police officer is entitled to personal, couple, and family counseling. There is support not only for individual police officers, but also for those close to them. The assumption is that a healthy and resilient police officer will be able provide a better level of service to the public.

ROUTINE PREVENTION

In addition to trauma intervention for anticipated events, the Israel Police places emphasis on routine prevention. This effort is led by mental health officers across the police force and includes workshops on resilience and resources to raise awareness of mental distress and associated symptoms.

Tools for regulating emotions are offered, as well as lectures on work-life balance and the importance of the family unit to provide support. Additionally, over the past year, the Israel Police has started to add mindfulness training, with the aim of training police officers to maintain focus and improve emotional regulation and self-control.

The Israel Police is engaged in ongoing research in an effort to continuously improve the trauma intervention framework.

CONCLUSION

The trauma intervention framework currently in use by the Israel Police is innovative in that it combines several approaches and models together to provide a comprehensive and practical plan of action before, during, and after potentially traumatic events, based on and adapted from preventive medicine practices.

Thus far, the framework is helping to improve resilience at both individual officer and unit levels, leading to greater operational fortitude. Because it is commander-led and relies on the importance of personal example, the framework has also had the effect of reducing the stigma about mental health issues in the police force. By defining expectations and opening up discussion of the issues, police officers are now more able to understand their own mental health and take appropriate actions as needed.

IACP RESOURCES

- Vicarious Trauma Response Initiative
- Law Enforcement Agency and Officer Resilience Training Program

theIACP.org

- "Resilience as a Department Cultural Initiative" (article)

policechiefmagazine.org

CANINES HELPING COPS AND THE COMMUNITY

ALBANY, NEW YORK'S THERAPY DOG PROGRAM

BY
Steven A. Smith Jr., Public Information Officer,
Albany New York Police Department

The therapy dog's presence offers a way for officers to connect with community members.

Albany's first therapy dog, Maxie, with her handler, Officer Haller.

CALLS FLOODED THE ALBANY POLICE DEPARTMENT'S COMMUNICATION DIVISION IN NEW YORK'S CAPITAL CITY; BOTH THE POLICE AND FIRE RADIOS WERE FILLED WITH CHATTER. DISPATCHERS, OR TELECOMMUNICATIONS SPECIALISTS AS THEY'RE FORMALLY KNOWN, ARE USED TO BUSY AND STRESSFUL DAYS.

But this day was different for veteran dispatcher Thomas Degan.

Thanks to his more than 25 years of experience in managing crises and juggling calls, Degan knows that some days are just harder than others. The pace is relentless. The calls pile up. So many people need help, and he's just one person who can do only so much.

This was one of those more difficult days. But something unusual helped take the edge off for Degan—something most people wouldn't expect to see at a workplace, especially not sleeping next to a desk at a busy emergency dispatch center.

That something is a purebred black Labrador named Maxie, one of two therapy dogs that are part of an innovative, successful, and popular program launched at the Albany New York Police Department in 2019.

"I was really having a bad day, and having Maxie in the communications center was great," Degan later told Albany Police Chief Eric Hawkins in an email. "It really made a difference in the way I was feeling that day and had a positive impact on the overall morale of the staff in the center."

FROM IDEA TO IMPLEMENTATION

Shortly after his appointment in September 2018 to lead the 500-employee agency, Hawkins took note of the need for a department-wide morale boost and began to think of how best to address it.

Hawkins is a health and wellness believer. He's an early riser, prefers beet juice to caffeine, and runs on the treadmill every morning before work. He understands that maintaining physical and mental health is the key to success in a profession that asks a lot of its people.

As an active member of the International Association of Chiefs of Police and a law enforcement officer for more than 30 years, Hawkins has seen a sea change in the industry. He knows that while law enforcement remains among the most rewarding of careers, it's also one that is increasingly challenging.

Those challenges have become even more pronounced at police agencies across the globe as sworn and non-sworn employees struggle with staffing shortages, added responsibilities, and an increase in criticism from the very communities they serve.

The Albany Police Department is no different, and, like many other agencies, it is always being asked to do more with less. Hawkins knew he needed a solution that would have widespread appeal, assist sworn and non-sworn personnel alike, and not cost the city a lot of money.

Hawkins was aware that therapy dogs were being deployed in hospitals, schools, and even courtrooms as a way of reducing anxiety and diffusing tension. These dogs seemed extremely effective in helping patients and their presence clearly comforted people—especially while they testified on the witness stand and participated in court proceedings.

The chief wondered if law enforcement personnel, who are also routinely under high levels of stress, would have a similar positive experience if they had access to a therapy dog at work.

In November 2018, Hawkins sent a memo to all department personnel, seeking volunteers to sit on a therapy dog committee. Committee members were tasked with researching whether a therapy

dog program would help the agency, and, if so, how such a program might work. Fourteen employees, sworn and non-sworn, from units across the department volunteered. Getting buy-in from the rank and file was key for Hawkins. He did not believe a top-down directive on this kind of initiative would work.

"It was really important to me, as chief, to empower my employees, give them a voice, and allow them to develop a therapy dog program for their department," Hawkins explained.

Led by Sergeant Daniel Meehan, the therapy dog committee began to meet regularly. Members considered the health benefits of therapy dogs and how these animals could operate in a law enforcement setting. The committee sought information from other agencies across the United States. However, they found that while many departments had K9 units, and some even had mascot-type situations with dogs present in an unofficial capacity, no one had an official therapy dog program.

In other words, there was no blueprint to follow. The Albany Police Department, if it decided to go forward, would have to create something completely new.

Albany's therapy dogs relieve stress and boost morale among the agency staff.

"Some agencies we spoke to didn't have a formally established therapy dog program but would allow colleagues to bring their dogs into the office," Meehan recalled. "Some of the dogs weren't even certified therapy dogs."

The committee in Albany wanted a formalized therapy dog program that would include a handler and specific departmental policy. The committee also envisioned a program that would benefit not only employees within the organization, but members of the community as well.

According to Therapy Dogs International, a volunteer organization that regulates, tests, and registers dogs and their handlers, therapy dogs—when properly employed—have a wide range of mental and physical health benefits.

They can lower a person's blood pressure, improve their cardiovascular health, and spur the release of endorphins, making anxious people feel calmer. They are also known to lift spirits, decrease feelings of isolation, provide comfort, and decrease anxiety for those with whom they come into contact.

As it relates to law enforcement, the committee believed there would be multiple other uses for a therapy dog, both in-house and out in the Albany community. Members saw the potential in having a loving dog in the city courts, especially in cases involving trauma in children and victims of sexual and physical abuse. The dogs might also be beneficial at the scene of a critical incident or disaster area, the committee thought.

"Fully understanding the benefits and the many intended uses for therapy dogs really excited the committee, and we knew this was something we had to get off the ground," Meehan said.

THERAPY DOG SELECTION AND TRAINING

In April 2019, word began to get out that the Albany Police Department was looking into therapy dogs. Jennifer Harmon, the owner of a 15-month-old black purebred Labrador retriever, offered to donate her dog for use in the yet-unofficial program. This was a huge step forward in the planning process, and the dog was graciously accepted.

At the time, the dog's name was Beacon Ray of Light, but during the planning stages of the program, she was renamed Maxie in honor of an Albany police officer who passed away too soon.

Though a dog had been secured, discussions continued over how to fund the program in which Maxie would serve and how it would be sustained over the long term. The answer came from the Albany Police and Fire Foundation.

Kevin O'Connor, retired CEO of an Albany-based telecommunications company, founded the foundation in 2001. O'Connor worked in state government and comes from a family of New York City police officers. He's deeply familiar with the financial struggles faced by emergency services agencies. The nonprofit he created assists the Albany police and fire departments with purchasing equipment and funding innovative programs, such as the one Albany Police Department proposed:

> *Therapy dogs have been proven to have many health benefits, and, when I heard about what the police department was looking to do, the Albany Police and Fire Foundation was thrilled to support such an initiative. We were also excited to work with MVP Healthcare, which agreed to be a major contributor for this program.*

MVP Healthcare staff were some of the first people outside of the department to meet Maxie. Just days after she was donated, the therapy dog committee members met with a team from the health insurance company that provides community grants and presented their research and vision for the program. Maxie did her part, too, walking under the conference room table and greeting everyone.

MVP agreed to donate $10,000 to the foundation to help implement the therapy dog program and later provided an additional $5,000. The organization's president and CEO, Christopher Del Vecchio, sees the value in the program for both the agency and community:

> *Therapy dogs undoubtedly have a lasting impact on how children and adults cope with stress, anxiety, and other emotions during times of uncertainty and trauma. We are proud to support the Albany Police Department's efforts to improve the health and well-being of Albany residents through this new and innovative program.*

Following a selection process that included interviews and home visits by members of the therapy dog committee, Officer Kyle Haller, a patrol officer out of the Center Station, was selected as the primary handler for Maxie. Similar to patrol K9s, Maxie lives with Haller and his family.

The department decided a second dog would be beneficial to the program, so Maxie and Haller wouldn't have to shoulder the job alone. Following the same interview process, Officer Joseph Lynch, a police officer with the Neighborhood Engagement Unit, was chosen as the primary handler for a second dog that had yet to join the ranks.

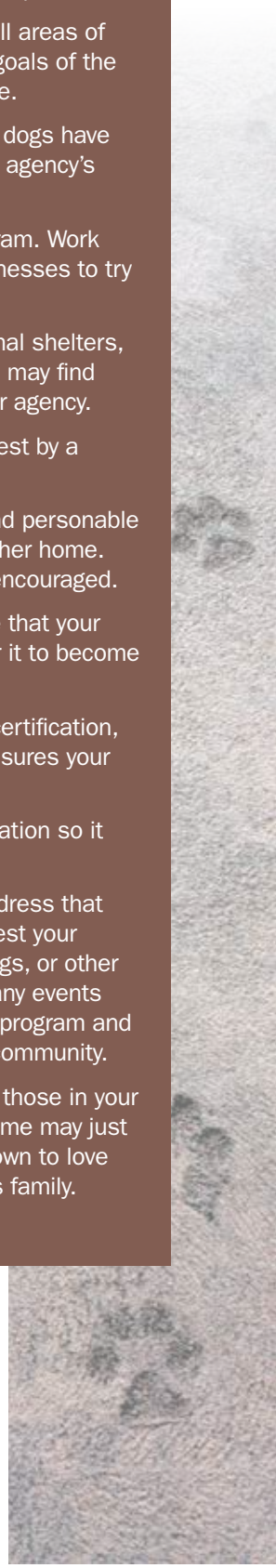
In addition to Haller and Lynch, secondary handlers were also chosen to care for and deploy the dogs in the event that the primary handlers are on vacation, injured, or otherwise unable to serve in the role. Officers Jan Mika and Joseph Acquaviva were selected for these roles.

On June 3, 2019, Haller, Lynch, and Maxie attended a law enforcement–specific comfort dog training called Paws and Stripes College at the Brevard County Sheriff's Office in Florida. Here, Lynch received Finn—a black Labrador rescue that received obedience training from inmates at the Brevard County Jail. It was a coincidence that

RECOMMENDATIONS

Tips and lessons learned from the Albany Police Department:

- Establish a diverse group of employees from all areas of your agency to identify the wants, needs, and goals of the therapy dog program that you're trying to create.
- Do your research and understand that therapy dogs have many uses. How will a therapy dog fit into your agency's mission?
- Determine how you are going to fund the program. Work with community partners, foundations, or businesses to try to secure donations that will help offset costs.
- Reach out to local dog trainers, breeders, animal shelters, and veterinarians to locate a suitable dog. You may find someone who is willing to donate a dog to your agency.
- Have potential dogs undergo a temperament test by a certified dog trainer.
- Make sure the handler you select is flexible and personable and has the means to care for a dog at his or her home. Home visits during the selection process are encouraged.
- Work with a local therapy dog trainer to ensure that your dog is prepared for the test that is required for it to become an officially certified therapy dog.
- Use it or lose it. Once your dog has achieved certification, it's important to continue training. Doing so ensures your therapy dog continues to perform as intended.
- Ensure your therapy dog has reliable transportation so it can be present where most needed.
- Set up a dedicated phone number or email address that will allow members of your community to request your agency's therapy dog at their schools, gatherings, or other community events. Being able to attend as many events as possible is essential to the success of the program and helps build meaningful relationships with the community.
- Give the program time to flourish and win over those in your agency who may initially be resistant. While some may just not like dogs, we've found that others have grown to love our dogs and see them as part of our agency's family.



The therapy dogs regularly attend community events, where they greet residents with enthusiasm and compassion.

this dog bore the name of a fallen Albany police officer, Lieutenant John Finn, who was shot in the line of duty and died in early 2004.

At the Florida training, Maxie and Finn got familiar with their handlers and received specific instructions on how to behave in a law enforcement setting. How to deploy these dogs might seem simple, but, actually, it requires a great deal of thought. While intentions may be good, using the dogs in certain situations could actually be harmful.

For example, a therapy dog should not be deployed in a situation where its presence might re-victimize someone or make a person uncomfortable. These situations were discussed at the training. The officers also spent a significant amount of time in the courtroom witnessing how the dogs could benefit people on the stand.

Upon their return to Albany, Maxie and Finn were now "comfort dogs," but they needed to undergo more specific training to be certified as therapy dogs. Comfort dogs are classified as service animals, while therapy dogs need certification from a reputable organization. Once certified, they can interact and provide health benefits to groups of people in public or private settings.

Kathleen Rogers, operations manager at the Bloomingrove Veterinary Hospital near Albany, is well connected in the local therapy dog community and has been a therapy dog trainer for over 23 years. She played an essential role in facilitating the donation of Maxie and graciously agreed to train both dogs for free to prepare them for the Therapy Dogs International certification test.

The 12-week training is intense. Dogs must demonstrate that they can refuse food, behave in social situations, and—perhaps most important—be good canine citizens that can ignore distractions and not react to external stimulations such as loud noises, other dogs, or other animals.

"Both dogs performed very well, and temperament tests conducted before the dogs were chosen to become part of the program were very accurate," Rogers said. "It has really been a pleasure to work with Maxie, Finn, and the officers from the department. It has been wonderful to see them in action."

In August 2019, both Maxie and Finn became officially certified as therapy dogs through Therapy Dogs International after evaluation by an independent judge.

INTERNAL MORALE BOOSTERS

Rogers and the officers continue to meet regularly for biweekly trainings to ensure that Maxie and Finn maintain their skills. They even worked a few tricks into the dogs' repertoire that have become very popular with employees at the department and members of the community.

Maxie is famous for her "squirrel" pose, in which she stands up on her back legs with her front paws extended in front of her. Finn excels at touch pad training and is impressing people with his "ups," sometimes even reaching heights of more than four feet.

Maxie and Finn have very different personalities, and as such, offer different benefits in a variety of situations.

Maxie is very low key. Her favorite activity is snuggling. Finn is enthusiastic. He greets people with a kiss to the face and then wants to play fetch and maybe even run the department hallways. Staff have learned to not be surprised if Finn jumps into their laps during roll call or while they're typing reports at their desks.

"Finn has a fun and unique way of energizing employees within the department," Lynch said. "If I go to the juvenile unit or crime analysis center without him, I'm usually greeted by staff with something to the effect of: 'Oh, it's just you. Where's Finn?'"

But there was an adjustment period according to Meehan:

> *When we officially launched the program and the dogs began reporting to work with their handlers, there was a lot of uncertainty and employees were very standoffish. Over time and following many*

visits at different units and divisions throughout the department, Maxie and Finn have become part of the APD family and loved by many.

Nonetheless, department employees clearly have enjoyed the boost in morale and other benefits of the therapy dog program. Whether in the communications center, detectives' office, one of the stations, or even hanging out in Chief Hawkins' office, Maxie and Finn are making a positive impact.

PROVIDING CALM IN A CRISIS

Members of the public have also reaped the benefits of this innovative and successful program. Maxie and Finn have been to schools, the pediatric hospital at Albany Medical Center Hospital, the Center for Disability Services, and many community pop-up BBQ's sponsored by the police department. The dogs always greet residents with enthusiasm, love, and compassion.

Maxie and Finn have also been useful during routine patrol and other department operations. Haller recalls several emergency calls at which Maxie's mere presence created a dialogue and kept people calm.

One incident in particular occurred on a very cold day in early November 2019. While Haller and Maxie were on patrol in their Dodge Durango, they responded to a motor vehicle crash on Albany's Washington Avenue Extension.

When he arrived, Haller observed a sedan on its side off the roadway. The driver, a woman, was trapped inside the vehicle, but her 9-year-old son had crawled out the window. The child was uninjured but clearly traumatized as he watched firefighters extricate his mother from the wreckage.

The woman was eventually placed into an ambulance and transported to a local hospital where she was treated for minor injuries. Her son joined her for the ride. Knowing the boy was under a lot of stress, Haller followed the ambulance to the hospital and introduced the boy to Maxie.

While [his] mom was lying in the bed being treated for her injuries, Maxie kept the boy company and snuggled up next to him during their time at the hospital. The boy really enjoyed being with Maxie. You could tell that her being there with him made a real difference during a difficult time.

The boy's mom was also a fan and was able to pet Maxie from her hospital bed.

Haller also recalled a domestic incident on Albany's Clinton Avenue in which a young girl had an altercation with her stepfather. While trying to ascertain information about the incident, the young girl informed Haller that she didn't like the police and wasn't going to talk to him. Haller asked her if she liked dogs and introduced her to Maxie.

After petting and playing with Maxie, the young girl began to open up.

Maxie truly broke down barriers, and she helped me establish a dialogue with this young girl. At the end, the young girl didn't just tell me about the incident with her stepfather; she was telling me about school and other interests in her life. Before leaving, she called me her friend.

Haller and Lynch agree that Maxie and Finn have become part of the department's culture and family. Officers love having the dogs in the stations, and, while it's certainly not condoned by their handlers, employees have been known to feed them biscuits and even sneak them the odd donut hole.

Though Haller and Lynch take these dogs home at night, they say the animals truly have become the entire department's concern and responsibility.

The Albany Police Department's therapy dog program has been fully operational for about a year. Other police departments across the United Sates are now beginning to take notice of this unique program's effectiveness and are reaching out to ask how they might start programs of their own. Chief Hawkins said he hopes Albany's effort can serve as a model, as he has seen firsthand all the good these dogs can do.

Law enforcement professionals, both sworn and non-sworn, do amazing work each day. It's important that we continue to take care of them and provide them with the tools and resources they need to effectively do their jobs and serve—even if it's a loveable pup.

IACP RESOURCES

- "Spotlight: The New School Resource 'Officer' in Wausau" (article)
- "Spotlight: Service Dogs for Posttraumatic Support" (article)
- "Officer Safety Corner: Paws for a Pause" (article)

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BY
Colleen Mooney, Sergeant, Edmonton Police Service, Alberta; Glen Klose, Sergeant, Edmonton Police Service; Ray Savage, Sergeant, Royal Canadian Mounted Police; and Dean Grunow, Sergeant, Royal Canadian Mounted Police

Illustrations courtesy of Jon Stevenson.

Healthy, Confident, and Competent

REINTEGRATION AFTER A CRITICAL INCIDENT

DURING THE LAST 11 YEARS, THE EDMONTON POLICE SERVICE (ALBERTA, CANADA) HAS CREATED, DEVELOPED, AND CONTINUALLY IMPROVED ITS CRITICAL INCIDENT REINTEGRATION PROGRAM. THE PROGRAM HAS TWO STREAMS: SHORT TERM AND LONG TERM. IT IS AN OFFICER-CENTERED, PEER-DRIVEN PROGRAM FOR POLICE OFFICERS AND OTHER PUBLIC SAFETY PERSONNEL. IT FEATURES AN INTERACTIVE PROCESS THAT HAS SHOWN TO BE QUANTITATIVELY AND QUALITATIVELY SUCCESSFUL FOR PUBLIC SAFETY PERSONAL TO RETURN TO WORK HEALTHY, CONFIDENT, AND COMPETENT AFTER THE STRESS OF A CRITICAL INCIDENT OR A MENTAL HEALTH DIAGNOSIS.

In the spring of 2009, Sergeants Glen Klose and Murray Ranger (then constables) were working as firearms instructors with the Edmonton Police Service (EPS). They were tasked with implementing a series of steps that would assist officers in becoming comfortable behind the gun again after an officer-involved shooting (OIS). It was understood that the psychological and physiological effects of a lethal force encounter are vast and can have a serious impact on police officers, but EPS didn't know that this small beginning would lead to the creation of a program that is now being adapted across organizations and professions within and outside of the first responder world.

In 2010, Sergeant Ranger moved to another area of EPS and Sergeant Colleen Mooney (then constable) joined the three-person Reintegration Team. Over the next few years, the Short-Term Program became a more structured part of the EPS culture. The program includes a series of stages that gradually build to the officer's firing his or her firearm in a safe and controlled environment within two weeks post event. There is no judgement, no assessment, and no agenda by the facilitating members of the Reintegration Team. The primary objective of this program is to see officers return to work with confidence in themselves and confidence in a potentially new firearm.

The reintegration stages move officers through the specific elements of the profession that may have played a role in their event (firearms or gunfire, sirens, police cars, police dogs, conductive energy weapons, OC spray, CS gas, less-lethal weapon deployments, body armor, the sound of a ram on a door, etc.). As peers of the affected officers, the Reintegration Team is looking to normalize some of the physiological and psychological reactions the officers may have had during and after the event. It is essential to distinguish that this is not an operational debrief or about passing qualifications. It is not an evaluation of the event or about remedial training. This is about officer wellness from start to finish.

CONDUCTING SHORT-TERM REINTEGRATION

Reintegration was initially designed for OIS incidents; however, the program has expanded to conducted energy weapon deployments with "out-of-the-norm" outcomes such as excited delirium or fatalities. The program has also assisted officers after serious collisions, incidents where officers have been injured or bitten by police dogs, in-custody fatalities, and attempted disarming. Officers are welcome to contact the program for any on-duty or off-duty incident. The team's approach is that, if an officer was impacted and requests to participate in the program, the team will do what they can to accommodate that request.

In Alberta, when an OIS occurs, a civilian-led arm's-length independent investigative body—the Alberta Serious Incident Response Team (ASIRT)—is assigned to investigate. The ASIRT is fully aware of the reintegration processes, and the team members were consulted during the development of the program. The ASIRT is very supportive of the program and the importance of member wellness after critical events. The agreed-upon best practice is that officers do not participate in reintegration until they have given their official statement to ASIRT. Subject officers are not required to give a statement to ASIRT, and if they decline, they are still eligible for the reintegration program. It is important to mention that the Reintegration Team does not take any notes, as it is a peer support program. EPS decided early in the program to make reintegration mandatory for OIS events. This applies to officers who fired their weapons, as well as those who were in a position to fire and did not or could not. Officers must see EPS's psychologist who then refers the officers to the Reintegration Team. Once reintegration is complete, the officer returns to the same psychologist for a check-in prior to being cleared for active duty. This process works best for EPS and aligns with what the agency feels is most defendable. The Reintegration Team members are not

BUILDING A REINTEGRATION PROGRAM

Agencies interested in creating a Reintegration Program can take the following steps recommended by EPS:

1. Pick the right person to begin your program. This is essential, and as this could initially be a pilot project, it is appropriate to handpick that person. The officers seeking reintegration are going to be willing to approach someone who has a reputation of being approachable. Identify one person from your organization that has a few or all the following attributes:

- *Past or current experience as a firearms instructor or control tactics instructor.* This is important because the program needs to support what is currently being endorsed by the agency for firearms and tactics, and the instructors will need to be able to access and operate the range in a safe manner. This is defendable and mitigates risk for the organization.
- *Active interest in promoting mental health.* It is even better if the person is a part of the peer support team or has additional mental health training.
- *Organizational credibility.* The person needs to be generally well thought of throughout the organization. This will help with building rapport in the early stages. The person should also have proven capable of maintaining confidentiality and be trustworthy.

2. Connect the identified person or people to those who manage return to work, disability, and employee wellness at the agency. If there is a psychologist who works for the organization, connect the person to him or her, as well. Moving forward, this will be the Reintegration Working Group.

3. Have the identified person contact Sgt. Colleen Mooney (colleen.mooney@edmontonpolice.ca) or Sgt. Glen Klose (glen.klose@edmontonpolice.ca). EPS will send additional information that will help the agency get started. Once EPS learns about an agency's organizational structure and needs, they can assist with connecting it to other similar agencies they have worked with throughout all public safety professions.

psychologists—they do not diagnose or assess readiness for active duty; the team is simply a conduit to a peer-driven process. It is very important that a psychologist or equivalent mental health professional make the final assessment about readiness for active duty.

The time reintegration takes is completely dependent on the officer, not the reintegration facilitators. It could be three hours or five days. The average time is usually around three to five hours. It is important to appreciate that this process can be very tiring for the officer. At any point, an officer can end the session and continue the process at a later date. The Reintegration Team also addresses self-care and supports that are available for officers outside of work. EPS knows that follow-up from a peer perspective is critical to the continued support of the officer; to that point, the team makes an effort to connect with the officers throughout the first year and on the anniversary of the event every year. Feedback has emphasized that follow-ups are an essential part of this program's success.

Since 2009, the Reintegration Team has assisted 168 members of the Edmonton Police Service in a short-term capacity. This number does not include the short-term reintegrations that EPS has done for other first responder agencies. Of the 168 who have completed the reintegration process, there is a low percentage with a confirmed posttraumatic stress disorder (PTSD) diagnosis (estimated less than 5 percent). Although many of the officers have had post-trauma symptoms, there was a mental health recovery without a diagnosis or persistent symptoms. If one looks at the general statistics of officers with a PTSD diagnosis within North America, EPS's numbers are significantly below the average. This is not to suggest that the program is preventing PTSD, but the data suggest that this kind of peer support post–critical event contributes to mental health recovery, resilience, and growth within officers.

ADDING LONG-TERM REINTEGRATIONS

In 2013, EPS's program evolved dramatically when Constable Doug McLeod cast a light on a major return-to-work gap within the organization. Doug had come through the post-shooting program after his OIS in 2012. In the eight months following the shooting, Doug began to struggle with work and home life. Eventually, these struggles culminated in the near completion of

a suicide plan with his service weapon. Doug got the help he needed at the time and began working incredibly hard with a psychologist. They used cognitive behavioral therapy to process both the shooting and previous trauma from his time in the Canadian Armed Forces as a medic. Doug reached the point where he wanted to see if he could return to policing; however, he knew that the most substantial barrier for him was firearms. He needed a plan for exposures, but his psychologist and occupational therapist did not have access to firearms or gun ranges. Doug realized that there was no system in place that could help him unless he helped to create it. He thought about the reintegration he completed after his shooting and decided to call the Reintegration Team. Two things were immediately apparent—the team was headed for unknown territory and completely invested in Doug's recovery.

The team learned about an evidence-based form of therapy utilized by psychologists and occupational therapists called prolonged exposure. This therapy helps people to process trauma and learn to manage environments, situations, or tools that induce a stress response. Once they have reached a certain point in their healing, people in this therapy process are ready to move from "imaginal" to "in-vivo" or reality-based exposures. To that point, Doug had built his confidence by tackling anxiety-inducing situations and environments that triggered his nervous system like shopping malls or the courthouse.

To support and rate Doug's reactions, his psychologist helped to create a personalized Subjective Units of Distress Scale (SUDS). This scale runs from 0–10 or 0–100, with 0 being fully at ease and 10 or a 100 being the most intensely awful experience the person can recall. Doug would enter an exposure potentially going from 30 to 60 on his SUDS. The idea is that he would stay in that exposure until he is back to a 30 or lower. Doug would use the tools he learned with his psychologist to reduce his blood pressure, heart rate, and anxiety to essentially retrain his nervous system to recognize that he wasn't in danger. Once his response had de-escalated to an agreed-upon level, Doug would leave the environment.

Once there was a way for Doug to communicate his stress response to the team, a plan was needed. Doug and his psychologist had created something called a Fear Hierarchy. It is a list of all the environments, equipment, and situations that had anxiety-inducing effects on Doug's body. Doug had worked through a lot of his list prior to working with the Reintegration Team; everything that remained was connected to policing. The Fear Hierarchy was the roadmap, and Doug and the team had psychological oversight to help guide the way forward. The team used the framework of the Short-Term Reintegration Program and adapted and applied it to a long-term healing process. The first range session was the beginning of the Long-Term Reintegration Program.

Over the next year, the Reintegration Team completed sessions to build trust and learn about Doug's journey. There was typically a firearm in a locked case in the room to serve as Doug's first firearms exposure. Then, it was disassembled down to its individual components to reinforce that this was a tool like a hammer or a wrench—not a representation of how Doug planned to end his life. That shift in perspective was one of the process's biggest wins, and, after that, the team moved through Doug's Fear Hierarchy quite rapidly. Facilitating the exposures for Doug provided the team with the opportunity to be creative in finding ways to actualize his Fear Hierarchy in a controlled, systematic way with increasing stimuli. Being observers to Doug's increase in confidence was incredibly rewarding and each session was a blend of very hard work by Doug and increasing amounts of humor as he healed. The team built up to conducting street exposures in very intentional ways with the oversight and approval from Doug's psychologist and EPS. It took about eight months of working together to get to this stage. The street exposures with a gradual reduction of support from the team was the confidence booster that Doug needed to know he was ready to return to work.

There were some key lessons the team learned from its long-term work with Doug.

- The team needed to understand the different therapy modalities so the members could effectively stay in their lane as peers and better appreciate the therapy stages that officers are going through.
- It is essential to get officers to sign waivers allowing the team open, two-way communication with their psychologists.
- Patience is key—the pace and depth of exposures must be at the officer's pace. Pushing will risk damaging the trust that has been built.

After about six months of the team working with Doug, other officers started to contact the Reintegration Team. During this time, reintegrations were done off the side of team members' desks, as they tried to balance the workload of being full-time firearms instructors with being available for officers who have been waiting for a way to come back to work or stay at work. The team called this "the period of heavy lifting." It was clear that more people were needed because this wasn't sustainable for the increasing requests that the team was getting. To this end, the team members began to think about running an internal EPS course.

> "This unprecedented amount of peer support returns officers to work with confidence in their own readiness."

SHARING THE SUCCESS

In 2013, the Royal Canadian Mounted Police (RCMP) K Division heard about EPS's program and asked for assistance with their reintegrations throughout Alberta. The Reintegration Team was also helping Alberta Health Services (AHS) in the Edmonton Zone. Both organizations requested that EPS create a course. The first three-day course was held in 2015, and it was apparent immediately that a five-day course was necessary to teach all that had been collectively learned. The overall outcome of that course was the creation of "Team Alberta" with EPS, RCMP, and AHS aligned in purpose to collectively help first responders return to work across Alberta.

RCMP Sergeants Ray Savage and Dean Grunow and Kevin Jerebic and Calvin Zibbell from AHS took point for their respective agencies. The course was a success and the momentum of both organizations has been incredible. Ray and Dean worked tirelessly to build their program for the RCMP in Alberta.

The RCMP has logistical considerations well beyond that of municipal agencies, and Ray and Dean wanted to take the EPS model and adapt it for the RCMP. They created a policy that mandated participation in reintegration after an OIS. Always looking for innovative ways to create awareness about the newly established services, the Reintegration Team began giving presentations to command staff, and the Supervisor Development and Field Coaching programs. This training educated members about the reintegration process and explained the important responsibilities of commanders and supervisors in providing post-incident care to their members who were involved in a major police incident. The team was trying to change the culture for peer support on a provincial level, while also working full time as trainers. This was a period of heavy lifting for them, too.

During the building of the program, Constable Tyler Reid joined the Reintegration Team and, along with Ray and Dean, increased their K Division cadre to 35 facilitators and have collectively completed 132 reintegrations. They have also been diligently working to have this program adopted by the rest of RCMP. Anecdotal and qualitative data show this unprecedented amount of peer support returns officers to work with confidence in their own readiness, and the participating officers are healthier for their families and the communities they are policing.

The RCMP K Division team has cultivated strong relationships with the RCMP psychological and wellness supports. They are getting referrals for their Long-Term Program on a case-by-case basis. Since 2016, EPS and RCMP have been team-teaching reintegration courses, and the success of the RCMP's program has been so incredible that there was a need to diverge from the EPS team's course and create their own. Tyler Reid has taken over as the team leader for reintegration in K Division and has created a three-day course customized to the need and organizational structure of the RCMP. Tyler has done a tremendous job driving this level of change. He is leading the way for the RCMP's standardized adoption of reintegration across Canada.

Since the first course in 2015, Team Alberta has expanded inside and outside of Canada's borders. It is working in partnerships and leveraging the successes each agency has had to drive forward change at a system-wide level. Organizations and team members are sharing ideas and doing joint exposures when major events have impacted members across first responder groups. There are many other agencies that have attended the training or have brought team members into their organizations to teach a course specific to their needs throughout Canada and across the globe.

A perfect example of cross-agency partnerships occurred in November 2019, when New Zealand Police Assistant Commissioner Richard Chambers, Inspector Frieda Grace, and Sergeant Jarod Walsh requested that the EPS Reintegration Team come to New Zealand. They asked the team to facilitate several workshops to explore how reintegration could enhance their already robust Wellness and Critical Incident Liaison Officers Program. Collectively, the team and agency leadership created a program framework in the workshops that allowed the delivery of a course specific to the needs of all New Zealand Police officers. What was brought back to Edmonton was the richness of the Maori culture and how it is infused in the New Zealand Police and throughout that country.

The relationships and the resources the two organizations cultivated are continuing to enrich both agencies. Across the world, law enforcement agencies are encountering the same issues with mental health, organizational stress, and returning officers to work. By sharing reintegration program structures with each other, law enforcement is gaining a community of like-minded problem solvers focusing on evidence-based practices to move all their agencies forward.

BUILDING EVIDENCE

Facilitating the spread and sustainability of the program necessitated engagement with researchers who shared the goal of ensuring the program was evidence-based. EPS, RCMP, and AHS have been working with the University of Alberta's Heroes in Mind, Advocacy and Research Consortium (HiMARC). Currently, one research study has been completed, with one more awaiting funding. Results of the initial study indicated a statistically significant change in mental health attitudes, knowledge, and stigma in the workplace among those who attended the workplace reintegration program facilitator training. The results of the data and subsequent publications will assist with guiding other agencies to develop their own programs that support their staff in reintegrating into the workplace.

In addition, EPS's Evidence-Based Policing Unit completed an internal research project based on data collected by the Alberta Workers' Compensation Board (WCB). This study showed that EPS has a 70 percent reduction in days lost from the workplace compared to before the addition of this program to its current structure. In addition, AHS conducted an analysis comparing two cohorts of employees; as Northern Alberta adopted the reintegration program prior to Southern Alberta, the latter acted as the control group. AHS data demonstrated similarly promising numbers, with 50 percent more workdays lost in Southern Alberta without the program compared to the cohort in Northern Alberta with access to the program. For both organizations, these statistics have maintained over multiple years, and to date, EPS has worked with 70 officers in the Long-Term Program.

When looking to begin a program, the executive officers of an organization are going to want to know numbers and tangible cost savings. It doesn't cost a lot of money to have a reintegration program—there will be initial mental health training for the team, but essentially it comes down to time. Agencies have the ranges, the equipment, and officer safety instructors as an existing part of each of their resources. Ultimately, agencies need only to commit to giving their time to bring their officers back into the first responder family. It is a choice and an investment in their people at an unprecedented level.

If an agency is considering a reintegration program, then it is time to trust that the working wounded or officers who are off work know what they need in order to successfully return to work. It is time to trust that each organization has officers with the compassion and skills to bring their colleagues back to the job while working in partnership with clinicians. It is time to try something new.

IACP RESOURCES

- Post-Shooting Personnel Support Model Policy
- *Officer-Involved Shooting Guidelines*

theIACP.org

- "Insights on Officer Safety from Officer-Involved Shooting and Near Miss Incidents" (article)

policechiefmagazine.org

Team Alberta - Left to right: Sgt. Ray Savage, RCMP; Cpl. Steve Ostler, RCMP (honorary team member); Sgt. Colleen Mooney, EPS; Sgt. Dean Grunow, RCMP; and Sgt. Glen Klose, EPS

Command and Control Solutions Can Dramatically Shorten Critical Decision Times

LAW ENFORCEMENT AGENCIES AT THE LOCAL, STATE, AND FEDERAL LEVELS HAVE LEVERAGED TECHNOLOGY FOR DECADES. BEGINNING IN THE 1800s AND CONTINUING TODAY, ADVANCES IN THE AREA OF FORENSICS HAVE HELPED INVESTIGATORS TO IDENTIFY SUSPECTS THROUGH FINGERPRINTS, HAIR AND FIBERS, BLOOD TYPES, AND DNA.

Those same technological advances have led to the collection of vast amounts of data. In February 2020, the National DNA Index (NDIS) contained more than 14 million offender profiles, 3.8 million arrestee profiles, and 1 million forensic profiles, according to the FBI. The FBI's Next Generation Identification System (NGI), which recently replaced the Integrated Automated Fingerprint Identification System, houses the fingerprints and criminal histories of more than 70 million subjects.

Exponentially increasing the data are new video technologies—fixed-position cameras, drones in the sky and satellites, dashcams, and body-worn cameras. And there's considerably more to come in the form of data collected by millions of sensors powered by the Internet of Things (IoT), connected to the cloud through 5G communication and deployed in Smart City and Safe City applications.

These technologies have added immeasurably to law enforcement's ability to not only solve crimes but also rapidly respond to events as they unfold and prevent future crimes before they occur. They allow for the deployment of resources for maximum efficiency, whether during a critical incident or when managing day-to-day operations.

However, the ability to harness these new capabilities in ways that save lives and property require the use of artificial intelligence (AI) to analyze in seconds data that would otherwise take hours, days, or months. It requires overlaying that data visually in real time to direct resources to precise locations while maximizing the safety of officers in critical moments when precious seconds count.

Law enforcement control rooms are no longer simply walls of televisions. The new command centers use sophisticated software and video displays to

BY
Mike Gambrell, Chief of Police (Ret.),
Public Safety Program Manager,
SYNNEX Corporation

overlay technologies in order to put actionable data and information at the fingertips of command leadership. The solutions combine deep analysis software with state-of-the-art video wall display technology and sophisticated controllers that allow for a grid of multiple feeds or a single, seamless large-scale display.

These data feeds can include everything from on-scene video, satellite imagery, local and cable news channels, and Twitter posts to data coming from a variety of physical sensors and wearables, computer-aided dispatch systems (CAD), records management systems, and GIS systems. Navigating big data, multiple IP or analog video streams, and various computer sources—whether from a single jurisdiction or multiple jurisdictions—requires the latest video wall and image processing solutions.

One of the latest technologies is a new generation of wearable systems—a smart watch that streams geolocation and health data back through CAD for real-time connectivity to command centers as well as to other officers on the scene. An alert can be sent automatically from the wearable device if, for example, an officer is shot. That data can be layered on top of video from drones flying overhead or the digital floorplans of an office, industrial building, or school.

By way of these advanced command centers, first responders can increase readiness, efficiently coordinate resources, raise situational awareness, and improve the decision-making process. Decision support is the primary function of many control rooms, which requires transforming a continually growing volume of big data into actionable intelligence. Ensuring the control room is not only equipped but also designed using the right technology is key to enabling quick, accurate, and effective decision-making.

Providing the capability to supply and correlate critical pieces of intelligence to field personnel for enhancing crime prevention efforts, the modern command center ties together hardware and software to provide a high-quality incident management system that can operate reliably in a 24/7/365 environment. These new command center solutions can be customized for an agency's needs, providing versatility, ease of maintenance, superior long-life performance, and low operation cost. They are being used across the United States in real time crime centers (RTCCs), emergency operations centers, E911 centers, and the national network of fusion centers.

Fusion Centers: Serving as focal points in states and major urban areas, fusion centers receive, analyze, gather, and share threat-related information as the hub of two-way intelligence and information gathering between the federal government and state and local agencies. Law enforcement and Department of Homeland Security personnel staff 78 fusion centers in the United States, including a primary center in each state.

Real Time Crime Centers: An RTCC provides the ability to capitalize on wide and ever-expanding technologies, heightening the response to incidents and improving operational intelligence with a proactive focus on officer and community safety. The centers use technology and data analytics to provide responding officers and detectives with timely, comprehensive data to increase investigative capabilities.

The New York RTCC provides a centralized hub to access multiple databases for mining information and disseminating it to officers in the field. It has proven an effective crime-fighting tool in proactive policing from its beginning in 2005, when more than 1,600 requests for information were processed in its first year. Since then, it has grown exponentially. Opening its RTCC in December 2018, the Tampa, Florida, Police Department has seen significant results, as well, utilizing technology to assist in providing intelligence in more than 600 cases over its first four months. The Memphis, Tennessee, Police Department also has benefited from its RTCC by collecting information about crime scenes and surrounding areas even before the first officer arrives, and the Baton Rouge, Louisiana, Police Department is implementing its new RTCC in 2020.

Emergency Operations Center: An emergency operation center serves as the coordination hub for incident response during crises. These centers collect and analyze data while enhancing the decision-making process for life and property protection.

Emergency operation centers come in many shapes and sizes, depending on the size of the agency and whether it takes a multijurisdictional approach at the local, state, or federal level. The facility typically encompasses multiple technology solutions, allowing two-way communication and data streams for the best incident command system (ICS) design structure. These solutions are found in places like New York City; Salt Lake City, Utah; Springfield-Greene County, Missouri; and Williamson County, Texas.

E911 Centers: Serving as the first point of contact in emergency situations, E911 centers connect residents of a community to first responders. Dispatchers at these public safety answering points (PSAPs) answer emergency calls, assess incidents, and communicate critical dispatch information to emergency responders. In these centers, the command center video walls display live camera feeds and data from phone and digital radio systems, CAD call–mapping programs, Next Generation 911 systems, and gunshot detection sensors. Dispatchers use crowd-sourced video, photos, and other digital data streamed to the video displays to provide situational awareness to responders before they arrive on the scene and updates throughout the incident.

CONCLUSION

Technology continues to transform public safety in fundamental ways. New and emerging technologies play an increasingly crucial role in the daily work of public safety officials by equipping them with the enforcement and investigative tools required to make them better informed, more effective, and more efficient. AI, big data analysis, IoT, and 5G communications are driving technology in law enforcement and public safety. The market is projected to grow to $30.5 billion by 2025 as law enforcement leadership integrates the latest technologies.

It is essential that public safety leaders stay current with technological developments as they form partnerships at the local, state, and federal levels to enhance their missions.

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Expansions in ALPR Technology

AUTOMATED LICENSE PLATE RECOGNITION (ALPR) SYSTEMS WERE INTRODUCED DURING THE 1970s AS A WAY FOR OFFICERS TO INNOVATE THEIR DATA COLLECTION PROCESS. PRIOR TO THE USE OF LICENSE PLATE RECOGNITION TECHNOLOGY, LAW ENFORCEMENT PROFESSIONALS WOULD HAVE TO MANUALLY CALL A PLATE THROUGH THE IN-CAR COMPUTER OR RADIO INTO THE CENTRAL DISPATCH. THE ALPR SOLUTION EXPEDITED THE EXTENSIVE PROCESS, ALLOWING OFFICERS TO FOCUS ON OTHER TASKS.

Although it would benefit the investigative process, the technology did not gain momentum within the field until the late 1990s and early 2000s when the software became more attainable and efficient.

By 2007, almost half of the largest law enforcement agencies were regularly using ALPR solutions, along with nearly one-third of agencies with 500–1,000 sworn officers.

Today, an even larger number of agencies—small and large—are using ALPR units due to the low-cost, effective options that many companies now offer. As more agencies have become familiar with this solution, officers are looking to include the revolutionized technology in their day-to-day work.

FIXED, STATIONARY ALPR UNITS

The initial version of an ALPR system came in the form of a fixed unit. Stationary ALPR units are a useful tool for real-time crime centers to improve operational efficiencies, as well as for investigators who are searching for plates within a specified area.

One provider offering a fixed camera ALPR software solution is the Greensboro, North Carolina–based Leonardo Company. Through the ELSAG ALPR product portfolio, Leonardo has introduced the ELSAG VPH900, which enables users to get the benefits of ALPR technology using off-the-shelf standard IP cameras.

"The ELSAG VPH900 is an advanced technology that reduces the cost and hardware associated with including license plate recognition in perimeter security and access control solutions," said Julio Valcarcel, Leonardo's vice president of sales. "We can now configure customers' existing IP cameras with the VPH900 solution for identifying and monitoring vehicles."

The ELSAG VPH900 solution allows users to capture vehicle information efficiently to collect usable data without the use of infrared cameras. In environments where traditional LPR cameras would not be feasible due to cost and infrared-use limitations, this software solution can be used in conjunction with existing hardware, provided the cameras meet limited criteria.

As a camera records passing vehicles, the ELSAG VPH900 software pulls data for each vehicle, such as license plate number, date and time stamps, and the identification of the camera capturing the video. These data are compared against lists to identify suspect vehicles or validate permitted ones. After review, the images and data are stored for future access and analysis to aid investigations.

When paired with the ELSAG CarSystem or Enterprise Operations Center software, the VPH900 can generate real-time alarms when suspect vehicles are identified.

Also providing fixed ALPR units is Genetec, Inc. Based in Montreal, Canada, Genetec provides purpose-built specialized technology with a focus on IP-based security solutions.

The Genetec AutoVu ALPR system automates license plate reading and identification, making it easier for law enforcement to locate vehicles of interest. Because the system sends notifications to approved users and surrounding officers, it can help to reduce the time needed to solve a crime or prevent a threat to the public.

Using optical character recognition, the collected data allow officers to read and capture images of plates to help determine whether a vehicle was used in a crime. Metadata such as GPS location, date, and time are included with the images.

The AutoVu's fixed camera, AutoVu SharpV, can be mounted on a pole, building, or gantry. The all-in-one ALPR device combines two high-definition cameras with onboard processing and illumination in a rugged, environmentally sealed unit.

Designed with a third optical sensor, Genetec's AutoVu SharpZ3 can accurately capture multiple plate designs in complex urban environments.

MOBILE ALPR UNITS

In addition to provided fixed solutions, companies are researching effective ways to implement and provide mobile ALPR technology. Mobile units offer most (if not all) of the same benefits of fixed units, with the added capability of being moved to different locations.

Not only does Genetec offer its ALPR system as a fixed unit, but it also includes a mobile component. "The SharpZ3 goes beyond traditional plate identification and brings new levels of insight in vehicle analytics, situational awareness, and accuracy," said Director of AutoVu Sales Larry Legere.

Genetec's AutoVu SharpZ3 is a mobile system that is traditionally mounted atop a vehicle. It improves the accuracy of reads in difficult environments such as bad weather, heavy traffic, and fast speeds, while also recording additional vehicle characteristics without requiring large amounts of bandwidth.

Designed with a third optical sensor, the device can accurately capture multiple plate designs in complex urban environments. This includes flat, embossed, reflective, and non-reflective plate designs. The third sensor precisely positions objects and vehicles to better understand what is around the license plate.

Stemming from customers' demands for a highly mobile ALPR solution that doesn't attract the attention of drivers, the Herndon, Virginia-based All Traffic Solutions created a mobile "ALPR-ready" trailer designed for law enforcement flexibility and durability.

All Traffic Solution's ATS 5 doubles as a sign or speed trailer as well as a platform for an ALPR camera.

The ATS 5 speed and message trailers double as a sign trailer, as well as a battery and Internet connection platform for an ALPR camera. The trailers can be deployed with ALPR alone or with an All Traffic Solutions radar message sign, radar speed display, or variable message sign. The high-resolution ALPR and varifocal cameras used allow for the reading distance and magnification to be adjusted on-site, reducing system design and specification effort.

According to Andy Souders, president and CEO of All Traffic Solutions, "Having ALPR encased inside a mobile trailer gives law enforcement more flexibility because they can deploy ALPR wherever and whenever they need it, before moving to the next location."

The portable sign trailers are easy to maneuver without a truck, enabling officers to use radar speed or message displays wherever needed. The IP67-rated enclosure allows for operation in extreme weather conditions and harsh environments. It also features recessed taillights, DOT-approved lighting, and red-and-white reflective tape.

Improvements since the creation of ALPR solutions continue to give law enforcement agencies significant advantages in identifying suspect vehicles throughout the investigative process. Whether offered as hardware or software, fixed or mobile, ALPR systems continue to speed up the identification process.

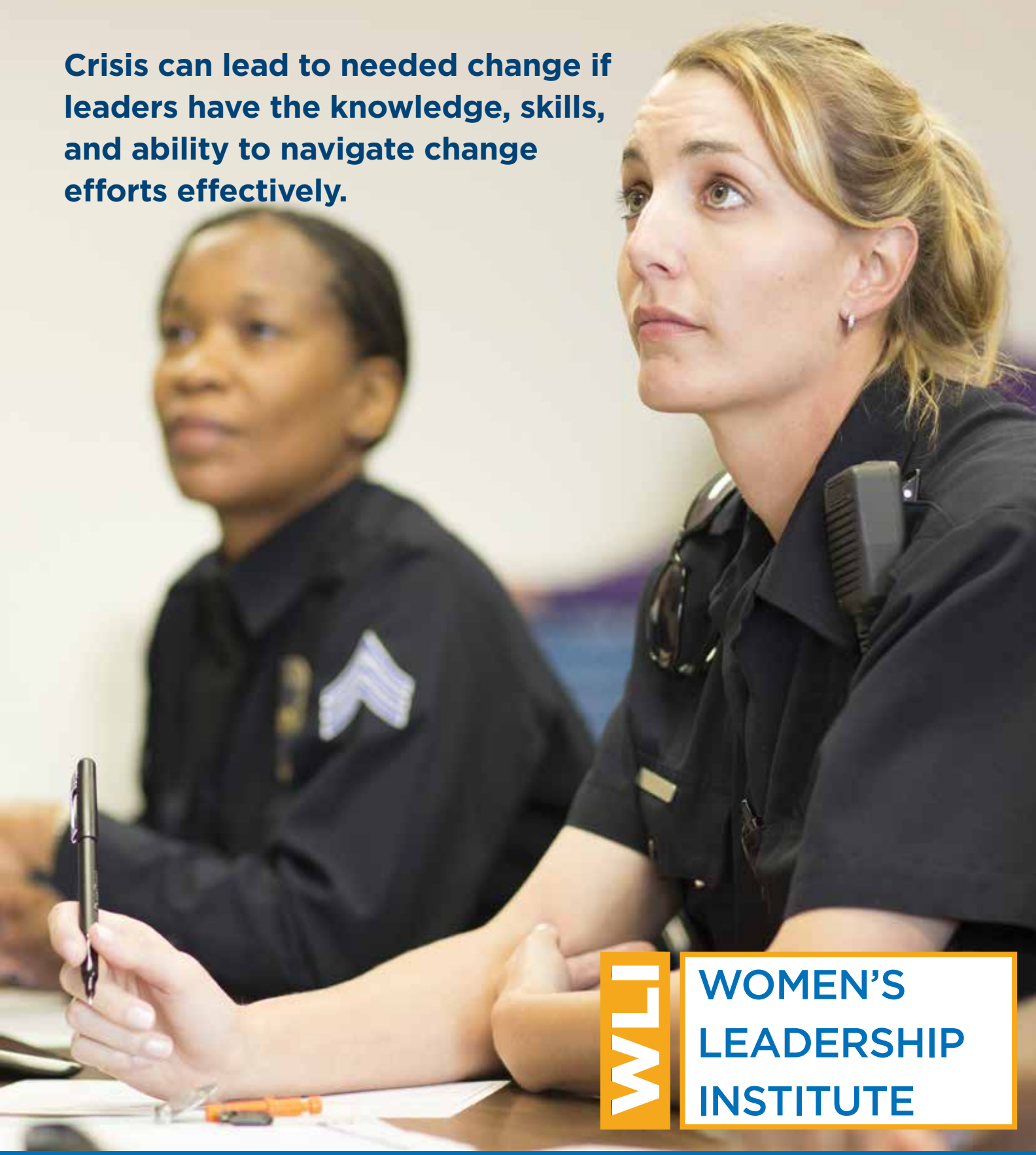
With more familiarity of the technology, officers are noticing these advantages, as well as discovering new ways to use the products. Vendors are responding to these innovative and expanded uses too, offering agencies the products they need to better serve their communities.

SOURCE LIST

Please view this article online for contact information.

- All Traffic Solutions
- BodyWorn by Utility, Inc.
- Common Caches
- Genetec, Inc.
- Government Leasing Law Enforcement, LLC
- Jenoptik
- Leonardo/ELSAG ALPR Solutions
- LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
- NDI Technologies, Inc.
- ProTecht Solutions Partners
- Thomson Reuters

Crisis can lead to needed change if leaders have the knowledge, skills, and ability to navigate change efforts effectively.



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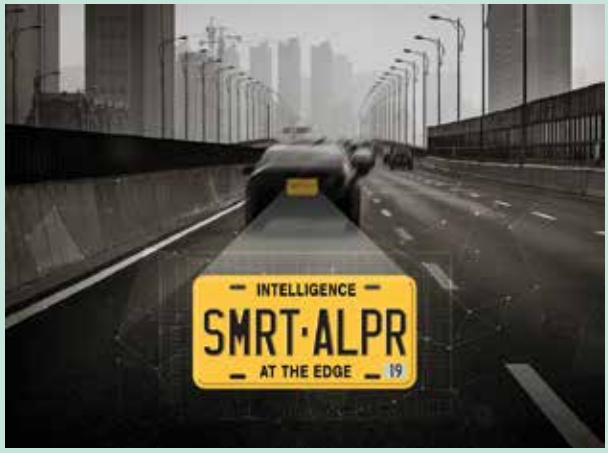
SMART ALPR – POWERED BY ARTIFICIAL INTELLIGENCE (AI)

This innovative Smart Automatic License Plate Reader (ALPR) technology utilizes AI to gather real-time evidence at the edge and enhance alerting capabilities. Total integration with the Utility's Evidence Ecosystem (BodyWorn cameras, RocketIoT in-car video, and AVaiLWEB evidence management), makes this ALPR functionality more robust than ever before.

Smart ALPR captures plate images, video evidence, and searchable metadata, including time and GPS location. Information is transferred to the AVaiLWEB cloud, allowing real-time alerting capabilities and BOLOs with vehicle data that can be sent in real time to any patrol cars connected to the ALPR system. Smart ALPR was developed in collaboration with Sony.



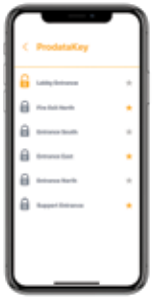
Utility, Inc. develops the smartest body-worn technology in the world, incorporating real-time communications for the best situational awareness possible during the most critical times. Unlike other body cameras, BodyWorn™ has automatic recording triggers based on policies, officer down reporting and alerting, live video streaming, and secure automatic wireless offload to AWS cloud storage. Utility's BodyWorn video, audio, and metadata can be accessed through its cloud-based digital evidence management solution, AVailWEB™. Utility's other solutions, RocketIoT™ in-car video and Smart Redaction™ application for releasing video to the public, also leverage AWS cloud storage, providing mission-critical mobile intelligence.

https://www.bodyworn.com/alpr

Boat Antennas

Whether for tactical purposes or simply to match a boat's decor, the all-black Full Stealth line of antennas, mounts, and cables from AirWave Marine delivers superior quality and performance in a sleek modern package. Made in the United States, the Full Stealth VHF and AM/FM antennas have a premium UV-resistant black coating for long-lasting good looks. Inside the Full Stealth VHF model is a high-performance brass radiator and, within the AM/FM antenna, are copper elements for full coverage across the entire band. Both come with a black ferrule and 15' of black cable, as well as a lifetime warranty.

https://airwavemarine.com



Remote Unlocking App

ProdataKey (PDK) releases its Touch app for iOS and Android devices. The Touch app allows users to unlock entrances remotely with the push of a button on the mobile app. Only entryways matching the user's permission level will be available to unlock. The Touch app is compatible with all pdk.io systems and doorways, regardless of the type of pdk readers in place. Using the app, authorized users can identify frequently used entryways as "favorites," making the ability to remotely unlock these entrances faster. It also allows users to remotely unlock doors to admit approved people, such as visitors or delivery people.

www.prodatakey.com

POLICE CHIEF *keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors;* **IACP endorsement is in no way implied.**

Concealed Carry Pistol

FN America, LLC, introduces the FN 503, a slim 9mm striker-fired pistol designed specifically for concealed carry. Using the design, performance, and reliability standards of the FN 509 family as inspiration, FN America has purposely built the FN 503 to be quickly, discreetly concealed. It features a 3.1" barrel with recessed target crown to ensure dependable accuracy, enlarged controls, and soft recoil that make it comfortable and controllable to shoot, and it has the FN 509-style low-profile iron sights. The all-new skateboard tape–style grip texture provides all-day carry comfort, and the all-metal trigger breaks crisply and consistently with an average five lb. trigger pull.

www.fnamerica.com

UVC Disinfection Carts

With COVID-19 spreading rapidly, businesses must take the initiative to sanitize their facilities in order to keep employees and customers safe. Larson Electronics offers powerful UVC disinfection carts designed for sanitizing rooms, buildings, and work sites. UVC lights can kill up to 99 percent of harmful bacteria and viruses without needing to come into direct contact with potentially contaminated surfaces. The carts are portable and utilize many UVC lamps to ensure comprehensive disinfection. There are eight-, four-, and two-lamp UVC mobile sanitation units that are secured to a powder-coated cart.

www.larsonelectronics.com

Satellite Communications

First responders, hospitals, and public safety centers have been hit hard by the demands of COVID-19. With roots in rapid deploy satellite communications, Expedition Communications has the expertise and resources to implement emergency satellite broadband Internet systems to support quarantine zones, remote field-testing sites, clinics, emergency operations, and public safety centers. These rapid deployment systems and services include vehicle-mounted systems, semi-permanent systems, and VoIP phone systems. Leveraging a company specializing in satellite communications and emergency response systems can help eliminate any hurdles and provide secure systems to get people powered up and connected.

www.expeditioncommunications.com

Video Analytics

BriefCam announces the expansion of its video content analytics product portfolio with a mobile application that adds powerful on-the-go investigation capabilities. The BriefCam App, which runs on both Android and iOS devices, derives exponential value from surveillance system investments by making videos searchable while the user is mobile. Due to its interactive chatbot functionality, this app accelerates field investigations by rapidly pinpointing men, women, children, and vehicles across all surveillance cameras within selected time ranges, delivering a seamless extension of an existing on-premises or cloud deployment of BriefCam products to the user's mobile device.

www.briefcam.com

Vehicle Safety System

To facilitate the installation of advanced safety features that reduce the risk of accidents for large vehicles, VIA Technologies unveils the VIA Mobile360 M810 system. It supports a complete range of ADAS features including forward collision warning, blind spot detection, and lane departure warning, providing drivers with real-time alerts of impending risks so they can take immediate action to prevent potential accidents. Dynamic moving object detection and park assistant system features can also be enabled using an FOV-190-degree rear camera. The VIA Mobile360 M810 system offers Gigabit Ethernet, as well as an optional 4G LTE, Wi-Fi, and BT4.1 connectivity.

https://viatech.com

Ultralight Firearm Rounds

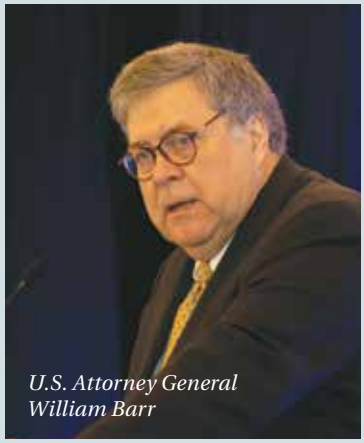
Shell Shock Technologies, LLC, announces that Liberty Ammunition has introduced its Ultra-Lights round featuring Shell Shock Technologies' revolutionary NAS3 casings. Liberty Ammunition's innovative 9mm projectiles weigh only 93 grains and are 52 percent lighter than standard 125 grain 9mm lead jacketed hollow-points. Liberty Ammunition's Ultra-Lights projectiles are copper monolithic with nickel plating and are turned on a precision CNC machine for consistency and accuracy. They are lightweight, extremely fast projectiles, with a large diameter deep hollow-point cavity. Combined with Shell Shock Technologies' two-piece cases, the new Ultra-Lights are the ultimate self-defense round.

www.shellshocktech.com

2020 IACP OFFICER SAFETY AND WELLNESS SYMPOSIUM

IACP OFFICER SAFETY & WELLNESS SYMPOSIUM 2020
FEBRUARY 27-29
MIAMI, FLORIDA
theIACP.org

THE IACP OFFICER SAFETY AND WELLNESS SYMPOSIUM CONVENED ON FEBRUARY 27–29, 2020, IN MIAMI, FLORIDA. The annual OSW Symposium more than doubled in attendance from the previous year, with more than 800 attendees across the law enforcement profession from all over the world. Participants attended more than 40 educational workshops, heard opening remarks from U.S. Attorney General William Barr, and engaged with international safety and wellness experts. Participants showed off their athletic skills during the activity challenges and started off their mornings with yoga and mindfulness sessions. Symposium participants came away with innovative ideas, new connections, potential funding avenues, and practical tools to take back to their agencies to continue improving officer safety and wellness initiatives in their departments and throughout the field.



U.S. Attorney General William Barr

SYMPOSIUM IN NUMBERS

3
DAYS

822
TOTAL ATTENDEES

47
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11
COUNTRIES REPRESENTED

481
ORGANIZATIONS REPRESENTED

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- Financial Wellness
- Injury Risk Reduction
- Law Enforcement Suicide
- Mental Health
- Mindfulness
- Occupational Health
- Peer Support Programs
- Physical Health
- Post-Traumatic Stress
- Resilience
- Sleep Deprivation
- Tactical Athleticism

TOP ATTENDED SESSIONS

- Law Enforcement Stress and Work-Family Conflict: Initiatives to Increase Wellness and Resiliency
- The Institution of Leadership and Culture: The Major Impediment to Better Health and Well-Being in Policing
- Officer Wellness in 2020 and Beyond: High Tech Tools and Innovative Solutions
- Peer Support Lessons Learned: Peer Prevention, Peer Intervention, and Peer Postvention Services
- Resilience in Law Enforcement: Thriving in the Face of Adversity

ACTIVITY CHALLENGE WINNERS

PLANK CHALLENGE:

Detective Clay Williams with the Colleyville, Texas, Police Department held a 32-minute plank.

PUSH-UP CHALLENGE:

Mandi Nice with the National Strength and Conditioning Association powered through 155 push-ups.

JUMP ROPE CHALLENGE:

Dimitri Louis with the U.S. Capitol Police completed 277 jump rope rotations in 90 seconds.

U.S. PRESIDENT'S COMMISSION ON LAW ENFORCEMENT AND THE ADMINISTRATION OF JUSTICE

The U.S. President's Commission on Law Enforcement and the Administration of Justice convened for the first time at the symposium for an Officer Health and Wellness Working Group hearing. The Commission heard testimony from experts and stakeholders in the field who shared their stories, experiences, and priorities for officer safety and wellness.

BY
Courtney Boone, Project Coordinator, IACP

Building Support for Officers and Their Families

THE SUPPORT SYSTEMS LAW ENFORCEMENT OFFICERS GO HOME TO AT THE END OF A SHIFT ARE VITAL TO MAINTAINING THEIR PHYSICAL AND MENTAL RESILIENCY.

While officers are routinely exposed to stressful and demanding incidents that challenge them both physically and emotionally, these experiences may also impact the officers' family members. It's crucial for family members—spouses, companions, children, parents, and siblings—to have their own resources in place to help them maintain their own well-being and continue to support the officers in their lives.

To support wellness and resiliency in officers and their families, the IACP has created a new resource, *How to Start a Law Enforcement Family Support Group: Insights and Considerations*. This guidebook offers considerations, case studies, and a workbook to assist individuals in building the foundation for a successful family group in their agencies.

The resource addresses important considerations for developing family support groups:

- Funding
- Participation
- Effective group structure
- Privacy of participants
- Partnerships
- Leadership buy-in

In addition, the guidebook includes an interactive workbook that agencies can use to build a mission statement and tailor the goals of the group to fit officer and family wellness needs.

GETTING A SUPPORT GROUP OFF THE GROUND

Whether it is a missed milestone due to unusual work hours or internalized worry and tension from a spouse, the families of law enforcement face daily stressors. Setting up a family support group provides the chance for individuals to connect over their shared experiences.

Support groups will look different for each agency based on its department structure, size, and culture. Working collaboratively with stakeholders on a mission statement is a good starting point for establishing a family group. When developing a mission statement for the group, consider what the ultimate goal is. Are family members looking for their own law enforcement community? Are parents looking to talk about the challenges of parenting in similar situations? Will this group have some sort of philanthropic mission?

Consider different strategies for sharing this opportunity with officers' families. Use existing email lists and department newsletters to advertise the group and gauge interest. Take time to speak with spouses and other family members about what type of group would benefit them most.

DETERMINING GROUP FORMAT

Support group meetings don't necessarily have to be on a specific night in the auxiliary room of a department building. Online groups have the benefit of being accessible 24/7 and require little or no funding, but they do require frequent monitoring by group administrators. Online groups may also work well for agencies spread out across larger geographic areas.

In-person meetings can be based around events, such as community service days, cooking classes, family movie nights, seminars on topics like emergency preparedness and financial planning, and other activities.

Regardless of the venue or platform, it is important to set clear expectations

Photo courtesy of the Chicago Police Department

> *Setting up a family support group provides the chance for individuals to connect over their shared experiences.*

at the beginning about the purpose of the group. Branding the group as an inclusive, supportive resource will set the tone for productive gatherings.

COMING TOGETHER AND COMMUNICATING

Agencies looking to build a support group should consider different ways to foster a welcoming and safe environment. Prioritizing privacy by implementing various security measures can encourage group participation. Online groups should have password protection and "closed" or "secret" status. Advertisements for in-person meetings should be targeted and not posted in a public space or page.

FUNDING FOR FAMILY GROUPS

Creating a family support group for an agency doesn't necessarily require funding. Consider where meetings could be hosted for free or elect to host them online. Once potential expenses are identified, collaborate with members and stakeholders to decide on funding sources and fundraising opportunities. Consider electing a dedicated group treasurer to track expenses and incoming funds. Finances should not be seen as a barrier for agencies looking to support officer family wellness.

With careful planning and consideration of all stakeholders and desired outcomes, a law enforcement family support group can improve wellness and resiliency among families and officers, leading to better service to the wider community as well.

ADDITIONAL LAW ENFORCEMENT FAMILY RESOURCES

Visit the IACP's Law Enforcement Family Resources webpage, which contains blogs, infographics, and newly developed resources, including the following:

Employee and Family Wellness Guide: This customizable booklet encompasses wellness resources on a variety of topics. This guide can be co-branded by agencies by adding the agency logo and contact information for local family wellness resources such as peer support, crisis lines, fitness programs, and agency chaplains.

Supporting Officer Safety Through Family Wellness Infographic Series: This series features illustrated fact sheets on topics such as helping young children and teenagers understand their officer parent's job, injury reduction, the effects of sleep deprivation, nutritional wellness, estate planning, and financial literacy.

Family Wellness Blog Series: Written by the field for the field, blog topics include family communication, parenting, and building families into agency culture.

UPCOMING RESOURCES

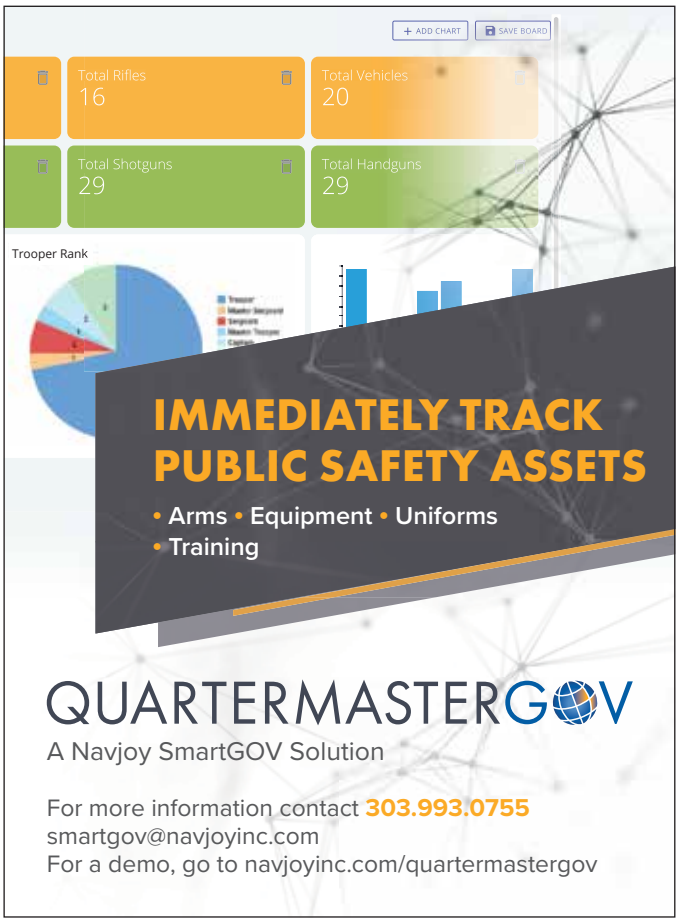
The IACP continues to demonstrate a commitment to promoting law enforcement officer and family wellness through resource development and training. Be on the lookout for these upcoming resources:

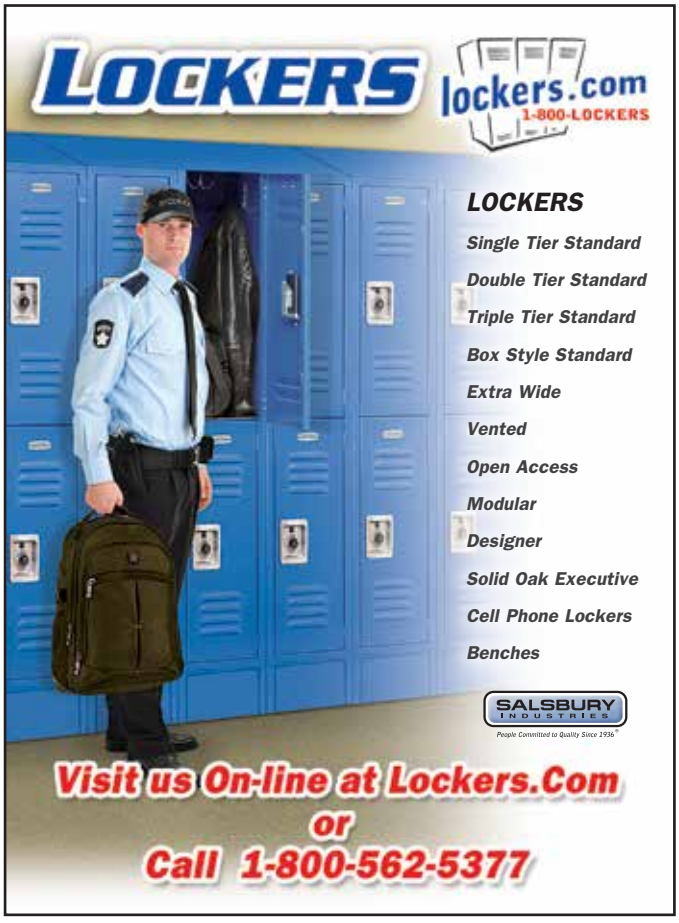
Executive Guide to Family-Friendly Policies: This comprehensive tool will address various areas of consideration through the lens of family wellness. Topics discussed in the guide include maternity and family leave, retirement, line-of-duty deaths, officer suicide, and finances.

Officer Family Preparedness Toolkit: This resource will provide a central source of checklists, supply recommendations, communication strategies, and agency recommendations for practices in times of crisis. Using these tools will help officers report in times of crisis with the peace of mind that their families are safe and adequately prepared.

How to Start a Law Enforcement Family Support Group: Insights and Considerations is available at **theIACP.org/resources/how-to-start-a-law-enforcement-family-support-group**.

IACP's Law Enforcement Family Resources webpage is available at **theIACP.org/ICPRlawenforcementfamily**.





Supporting and improving officer safety and well-being is a concern for all law enforcement agencies.

IACP Net contains policies from a wide variety of sources to assist on this topic, many coming from CALEA-accredited agencies.

OFFICER SAFETY

- Infectious Disease Control (652828): *Bartlett, Illinois, Police Department*
- On-Duty Injuries (652633): *St. Louis County, Missouri, Police Department*
- High-Risk Traffic Stops (651218): *University of California San Francisco Police Department*
- Police Critical Incident Stress (596621): *Charlotte-Mecklenburg, North Carolina, Police Department*

WELLNESS PROGRAMS

- Critical Incident Stress Management (CISM) – Peer to Peer Support Team (652456): *Fort Walton Beach, Florida, Police Department*
- Physical Fitness (609550): *Plano, Texas, Police Department*
- Sleep Rooms (651654): *Tustin, California, Police Department*

IACP LAW ENFORCEMENT POLICY CENTER RESOURCES

The full array of resources from the IACP Law Enforcement Policy Center is also included on IACP Net. Model policies and documents related to officer wellness include

- Communicable Disease Prevention (635212)
- Employee Mental Health Services (650503)
- Body Armor (647514)
- Employee Drug Policy (647053)

Access these resources and more at **theIACP.org/IACPnet**. For more information, call the IACP Net team at 800.227.9640.

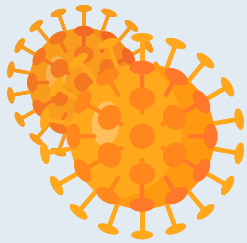
THIS MONTH'S QUOTE

"During a traumatic event, continuity between the past, present, and future may be shattered. As a result, a police officer's belief in his or her own ability to continue the mission may also be shattered. This crisis of confidence affects the whole unit's ability to complete the mission."

"The Israel Police's Innovative Trauma Innovation Framework" by Hadas Sharvit-Benbahi and Avshalom Peled 32–38

FEATURED ITEM IN IACP MONTHLY MARCH NEWSLETTER

Law Enforcement Information on COVID-19



The IACP stands ready to ensure law enforcement has the tools and resources you need to keep your officers and communities safe as you deal with emerging issues like the spread of the coronavirus (COVID-19). As the number of cases of COVID-19 increase globally, law enforcement agencies must be prepared for the likelihood that the virus will reach your communities. To that end, the IACP has launched a centralized clearinghouse of resources related to COVID-19 to provide you with the most up-to-date information and resources available.

THIS CONTINUALLY UPDATED RESOURCE HAS BEEN VISITED MORE THAN 39K TIMES AS OF APRIL 13, 2020.

Visit **theIACP.org/resources/document/law-enforcement-information-on-covid-19**

POPULAR IACP RESOURCES

- Organizational Readiness: Considerations for Preparing Your Agency for COVID-19
- *Preventing Suicide Among Law Enforcement Officers: An Issue Brief*

Access these resources and more at **theIACP.org.**

TOP *POLICE CHIEF* MARCH ONLINE BONUS ARTICLE

"21st Century Criminals: Hiding in Law Enforcement Databases"

By Tom Krall, Director, CGI Federal

Read this article and more bonus content at **policechiefmagazine.org/category/bonus-online-article.**

TWEET of the month

The IACP @TheIACP

NEW: @TheIACP has created a centralized clearinghouse of resources for law enforcement agencies while they are serving and protecting during the #coronavirus outbreak. Please RT so as many #police officers as possible can benefit. theiacp.org/resources/docu...

IACP International Association of Chiefs of Police

Untruths and Consequences

A Message from the IACP IMPACT Section

MANY PEOPLE ARE TAUGHT OR BELIEVE THAT "AN INNOCENT PERSON WOULDN'T CONFESS TO CRIMES THEY DIDN'T COMMIT." SOME INSTRUCTORS HAVE PROBABLY USED THAT SAME PHRASE WHEN TEACHING OTHERS OVER THE YEARS, OFTEN CONNECTED TO AN ANECDOTAL "WAR STORY" OF A SUCCESSFUL EXPERIENCE WITH A FAVORABLE OUTCOME.

Such was the customary learning that occurred, instructors basing their lessons on experiences often told—and retold—in storytelling fashion. This observational learning frequently involved stories of some stellar conviction involving a skillfully obtained confession confirming the officer's investigative instincts (or, at times, hunches). Prosecutors wanted confessions to facilitate easier convictions and demonstrate to juries that the accused themselves had admitted guilt, and investigators delivered, with questioning becoming confession focused. Unfortunately, non-diagnostic anecdotal stories can result in untruths. While law enforcement has embraced science to improve many aspects of policing, interview and interrogation practices remained far from scientific grounding.

The 2006 Intelligence Science Board study, *Educing Information–Interrogation: Science and Art*, revealed that the U.S. government had not sponsored any significant research on interrogation-related topics since the 1960s. The President's Commission on Law Enforcement and the Administration of Justice published *The Challenge of Crime in a Free Society* in 1967, making 200 recommendations, with chapters such as "Science and Technology" and "Research—Instrument for Reform." One of the report's central conclusions was that "the system of criminal justice must eliminate existing injustices if it is to achieve its ideals and win the respect and cooperation of all citizens."

While the Johnson Crime Commission cited the "startling advances in the physical and biological sciences," it wasn't until U.S. President Barack Obama administration's creation of a High-Value Detainee Interrogation Group (HIG), with a dedicated Research Unit, that significant resources were committed to evaluate current interrogation practices and offer evidence-based improvements. The group's mandate was to "develop a set of best practices and disseminate these for training purposes among agencies that conduct interrogations," resulting in an investment of over $15 million in more than 100 peer-reviewed research studies conducted by renowned behavioral scientists. This diagnostic analysis reveals that coercive and accusatorial confession-driven interrogation practices can result in false confessions and degrade memory recall; however, developing rapport and trust and using information-gathering methods can yield more accurate information; more overall information, including admissions of guilt; and less false information. The accusatorial ethos and presumption of guilt in confrontational approaches can have unintended consequences.

The 2013 IACP National Summit on Wrongful Convictions addressed how false confessions contributed to wrongful convictions and damaged the trust between communities and police. As of September 2019, the Innocence Project documented that "suspects" had falsely confessed to crimes they didn't commit in 25 percent of the 365 DNA exonerations. Efforts continue at the United Nations to develop universal guidelines for lawful, human rights–compliant, and effective non-coercive interview and interrogation standards. The psychological perspectives on interview and interrogation have much to offer as law enforcement seeks to improve the practice and build better community-police trust.

The untruth that "an innocent person wouldn't confess to crimes they didn't commit" has been answered by science, and today's professionals also know the consequences of unscrupulous interrogations, false confessions, and wrongful convictions. If we artfully apply the science, we can move from community-oriented policing to community-embraced policing.

Learn more about IACP's Sections, including the International Managers of Police Academy and College Training (IMPACT) Section, and how to participate at **theIACP.org/working-group/sections**.

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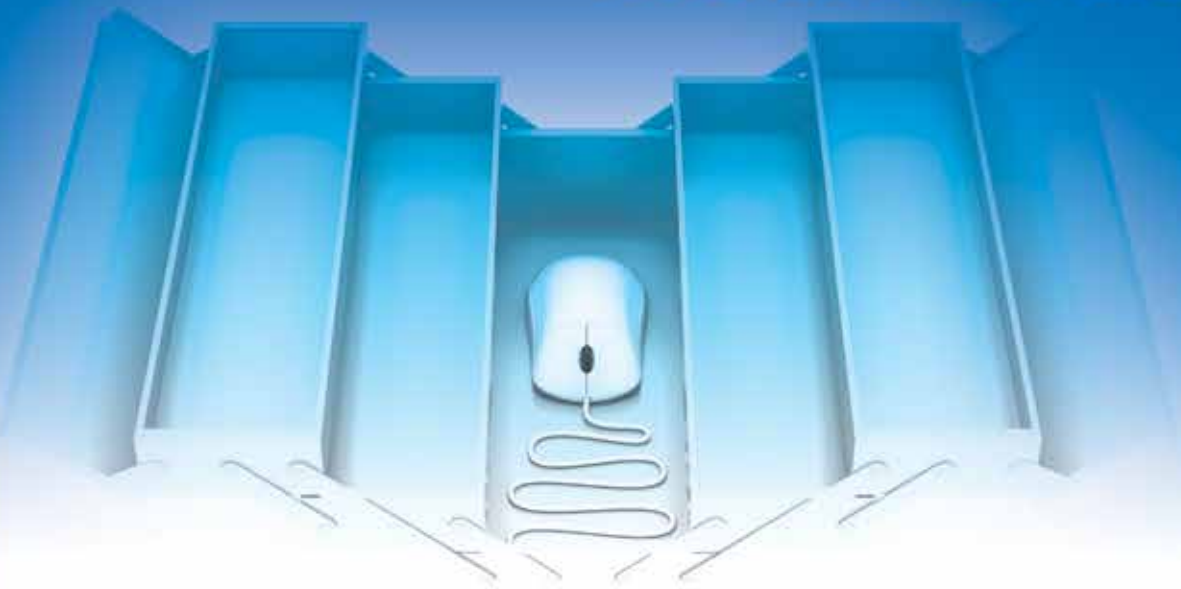

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— Chief Rodney Seurer
Savage, Minnesota, Police Department

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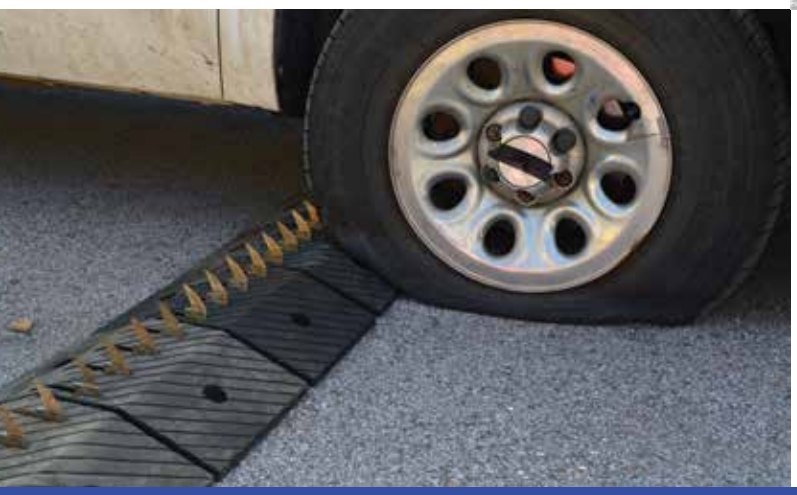

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